

PRINTERS' INK

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NEW YORK, JULY 21, 1921

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B. A. I. S. 1916 with
N. W. Ayer & Son.



Fifty Candles

THIS week the Onondaga Pottery Company, of Syracuse, N. Y., have a birthday. They celebrate fifty years of making china that invites ownership.

A half-century ago they were capitalized mostly with courage and a vision. But unlike Alnaschar in The Story of The Barber's Fifth Brother, they did not merely dream of sales and profits. The vision was supplemented by hard work and good business management. They grew. The past five years have seen their greatest forward strides. During this period it has been our privilege to work with them.

Always courage has predominated. They have advertised when they were oversold. They have advertised when others, seeing clouds gather on the horizon, have put the helm over and hurried to harbor.

Today they have the largest china manufacturing business in America.

Moral:—Keeping Everlastingly At It Brings Success.

N. W. AYER & SON

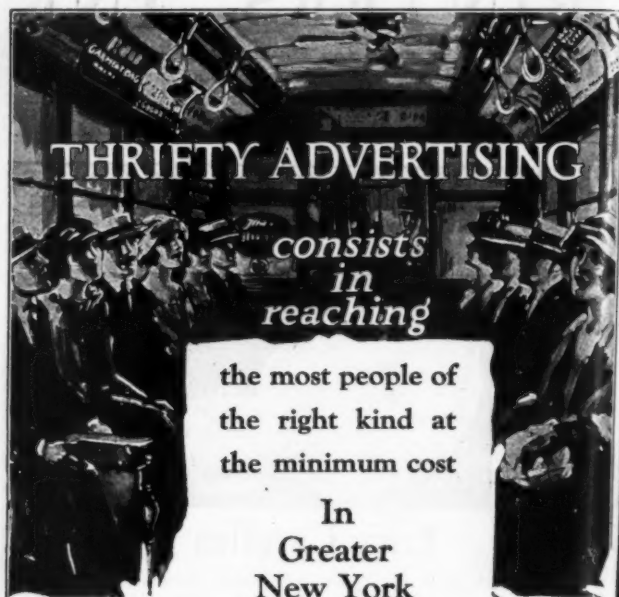
ADVERTISING HEADQUARTERS

NEW YORK
BOSTON

PHILADELPHIA

CLEVELAND
CHICAGO





THRIFTY ADVERTISING

*consists
in
reaching*

the most people of
the right kind at
the minimum cost

In
Greater
New York

INTERBOROUGH SUBWAY AND ELEVATED ADVERTISING

fits these requirements exactly.

It reaches more people each day than
any other single medium in the world.

It appeals to the active, earning popu-
lation of the world's richest market.

It costs less per thousand circulation
than any other great medium.

These are a few of the reasons why some of the
successful advertisers in this district have used
this medium as long as **34 consecutive years.**

2,801,521 time-to-read passengers daily

Controlled
by

Advertising
ARTEMAS WARD

Trading as
Ward & Gow

50 Union Square New York City

PRINTERS' INK

Registered U. S. Patent Office

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VOL. CXVI

NEW YORK, JULY 21, 1921

No. 3

The Bank's Attitude Toward Advertising

Advertisers Must Teach the Bankers That Failure to Advertise Is Often a Violation of Conservative Principles of Business

By Roy Dickinson

"AND the banker said to him, unless you cut down this appropriation you intend to spend in advertising, I will call your loan."

This conclusion to a talk which I had recently with the vice-president and general manager of a big industrial corporation, himself a user of big space, made me wonder whether there is still much of this attitude among bankers toward advertising appropriations. A trip to several agencies and talks with men from various parts of the country, makes me believe there are two divergent views and that a discussion of them may help clear up one of the things which is holding back better sales and advertising plans at the present moment.

First, let it be understood that the quotation at the start of this article refers to a banker in a small city where there are two big manufacturers who were national advertisers. In addition to the definite instructions to this particular advertiser, this small-town banker said that his bank was a conservative business institution and preferred to deal with conservative business men. His definition of a conservative business man seemed to be a man who does not advertise. Whether advertising is a bankable asset, just what a conservative manufacturer is, and why the banker in the small town should take a different attitude toward advertising from that

of his big-city brother, are points which have an important bearing upon the present business and advertising situation. For the banker in the big city, my investigation showed, is not taking the small-town attitude.

Two groups representing a great deal of capital have recently taken over the management of several corporations that are national advertisers. In four separate and distinct cases, at almost the same moment they assumed the management of the company, putting in one of their men as president or vice-president, these bankers announced that they had selected a certain advertising agency and that advertising plans would be carried out—advertising appropriations in some cases increased.

Just what is "a conservative manufacturer?" George Eastman, president of the Eastman Kodak Company, received a letter recently from an anonymous worker who had been laid off. Among other things the workman said, "Is it charity to lay off men a week at a time, taking bread from the families at home? Why do you allow it?"

In his reply to this workman's letter Mr. Eastman said, in part, "There is never a lay-off of men, never a shortening of hours below the normal except in cases of absolute necessity. It would be great fun doing business if it were always possible to give every em-

ployee big wages and a steady job and then add enough to the cost of the goods in making the selling price so that the stockholders, the people who put up the money that capitalized the business, could always have nice dividends. But it just can't be done."

And then he said this: "Right now the economical production of goods is most important, for not only are people spending less freely, but competition is keen. Other manufacturers, including foreign manufacturers, with low labor costs are after our markets. To offset this we are *increasing our sales force and increasing our advertising*. We must manufacture our goods at a cost that will enable us to sell them in competition. To do this we must work on a clearly business basis. There would be no real charity in pursuing a policy that would make our goods cost so much that we could not sell them at a profit."

I believe that George Eastman is a conservative and successful manufacturer. I believe that his plan to increase his sales force and his advertising appropriation, to put more men back at work producing, is a sound business proposition.

Is the Victor Talking Machine Company a conservative institution? Its 1921 campaign was described in last week's *PRINTERS' INK*. This company may well be called conservative, if a twenty-three-year record of steady development and an increase of \$2,500,000 of cash on hand since January is any criterion. But the Victor company would scarcely fit the country banker's definition of conservatism, because the amount it is spending for advertising this year is greatly in excess of the appropriation for 1920, which up to that time had been the company's biggest advertising year. Yet the country banker stated that people have no money to buy clothing, breakfast food or alarm clocks, let alone Victrolas. He would probably refuse to see any connection between the Victor increased advertising appropriation and the fact that Victor sales for the first five months of 1921 are

larger than for any other period in the company's history. Conservative companies, in my opinion, can by no means be considered to consist exclusively of non-advertisers.

I am no banker, but it would seem to me that any force which results in breaking down sales resistance, in putting more men back producing, and thus giving them more money to spend upon another manufacturer's products and which increases sales in slack times should be considered a bankable asset.

ADVICE VIRTUALLY MEANS TO "TRIM SALES"

When the small-town banker says to a man in his community who has helped build up the reputation of the town, has helped bring labor there and helped increase the savings banks deposits, "Trim your sails, cut down your advertising appropriation, don't advertise at all," or words to that effect, he might just as well be saying, "Trim your sales—this community does not want to share in the success of a man whose product is known to the four corners of the globe. We believe that all business is a speculation. We do not want to get back of a man who will build up the prestige and standing of our community."

It might appear on the surface that if the bankers in the big centres are liberal toward men with courage, the national advertisers, and only the small-town banker is holding up appropriations, there is nothing serious about it. Yet as any student of manufacturing knows, there has been a tendency to move factories into small towns. There are many reasons for this. Many manufacturing institutions wish to get nearer to their raw material. Another reason is that the country or small-city manufacturing plant makes it possible to humanize the entire organization. Employee and management can live, work and play together in a wholesome way which improves the morale of the organization and the very product



—*across the Bourse*
with Baron Rothschild

You remember the story of the man Baron Rothschild "made" by walking across the floor of the Bourse arm-in-arm with him.

For 120 years the New York Evening Post has had a remarkable prestige and influence with the most substantial people of New York.

They instinctively regard its advertising columns as a complete directory of the best merchandise.

A recognition of the opportunity to have quality-advertising enjoy its maximum efficiency, both in appearance, in company and in clientele, is the reason for 5,628,000 lines of this kind of advertising in the Post last year—and a gain of 377,000 lines to date this year.

New York Evening Post

FOUNDED 1801

L. D. FERNALD, MANAGER OF ADVERTISING

which it makes. Numerous examples of this can be found in such institutions as the Endicott-Johnson Shoe Company, the Procter & Gamble plant at Ivorydale, the Hershey factory, the Gruen Watch community. A tour through the New England countryside or in many other parts of the country will show town after town and small city after small city where one, two or three manufacturers have given employment to thousands of men, and increased not only the prestige of the town, but its savings banks' deposits. The small-city and small-town banker, of all men, should be the last to refuse to consider an advertising appropriation as a live, bankable asset.

I will cite two more examples to show the utter difference of opinion which exists. First the big city. A well-known company got into financial difficulties through too rapid over-expansion and by tying up a great deal of money in inventories. A committee of bankers took over the management of the company. They put in a man of their choice as head. One of the first moves they made would be surprising to the small-town banker who made the remark quoted at the opening of this article. A dividend date was almost due. When the company could not borrow money at the bank a few months before, it had been forced to cut down its advertising appropriation. The big city bankers did this: At the meeting of the Board of Directors they suggested a postponing of the dividend on the common stock, and urged that the money which would have been sent out to the stockholders of the company be spent upon an intensive advertising and sales campaign. In this action of theirs, right or wrong, there was the realization that the buyer of the product is in the last analysis the person who pays both dividends to stockholders and wages to the factory worker. They believed that in a crisis in the company's affairs the best use to which they could put any ready money was

in the building up of sales and good-will.

How about the small-town banker? A manufacturer in a small city in New York went to his banker to get a loan. The banker looked over his last year's advertising appropriation. "This is no time," said he, "to borrow money to advertise." It was in vain for the manufacturer to point out that it was his very advertising over a long period of years which had given him his present volume. The banker's eye remained fixed on his advertising appropriation for the last year.

"Your argument is all right for ordinary times," he said, "but people are not buying now. They have no money."

This manufacturer made a product selling mostly to farmers. He showed the banker that there was very little chance of the farmers of this country going back to primitive living conditions. He pointed out that he had created a demand and a definite use for his product in the homes of millions of farmers and that they would continue using his product only if he continued telling them about it. He had several competitors. If he stopped his advertising or cut it down considerably, he pointed out to the banker, he would lose more business than he had already lost, and most of it would go to competitors whose bankers would lend money for advertising.

This particular banker, however, was adamant. It was no time to make a loan for advertising; he wouldn't make it—and the loan was not made. He admitted frankly that trade-marks bore a certain valuable relation to the business itself, that they were really an asset to the business, but that as a bankable asset they were no good. He admitted the value of good-will, but said that good-will was of no value as collateral. Yet—and this is merely my suggestion—this same banker would have bought more quickly the securities of the Procter & Gamble Company than he would the securities of some soap concern whose name he had never heard. He would

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Fun-hunters —unlimited!

EVERY analysis proves *The American Boy* the greatest toy advertising medium in the United States. Consistently run copy in its columns means that toy advertising in *The American Boy* pays the advertiser!

**THE
AMERICAN BOY**
"The Biggest, Brightest, Best Magazine
for Boys in All the World"

This brings very interestingly to your attention that *The American Boy* is more than a boy's magazine—it is a family magazine; for, only families buy toys! Here is positive assurance of *The American Boy's* versatility as an advertising medium! Besides reaching the subscriber himself its columns win younger brothers and sisters—and mother and dad!

Because of its character as a family magazine, **THE AMERICAN BOY** is a medium for everything used by the family! And it delivers in a big way—sure!

THE SPRAGUE PUBLISHING CO., Detroit, Mich.

(Member A. B. C.)

Branch Offices: 286 Fifth Avenue, New York; 1418 Lytton Building, Chicago



"You taught the to wear



Is the human mechanism equal to the strain of modern life?

Is the average American bearing a physical strain? Medical authorities, after examining thousands of workers, have shown that the average man uses but one-third of his lung capacity; that over 400 of his muscles are actually weakened by disease.

Calling attention to this startling condition, the late E. E. Rutherford of the Life Extension Institute said: "Time and labor-saving devices have radically changed the living habits of a vast number of people. Physical exertion has greatly declined. The mortality rate from the wear and tear of life is correspondingly growing. The average American has no time to waste. He is getting bald. His eyes have been strained by the close focus of machine work—hence the eye glasses. His teeth need attention. He never walks when he can ride."

With every forward step, advancing civilization puts new strains upon the human mechanism. It is vitally necessary for every one of us to conserve his energy—to prevent the waste of fatigue.

Whenever the strain on nervous energy is too great for a few hours' sleep to replace, fatigue becomes an ever-present menace.

One of the greatest sources of fatigue to-day is standing with hard heels on stiff leather pavements. Every step you take on old-

fashioned leather heels or ordinary "dead" rubber heels acts as a hammer blow to the delicate nervous system.

The average man takes 8000 steps a day—suffers 8000 jolts and jars. Constant repetition of these jolts and jars tends to exhaust your energy, to produce that tired-out feeling you so often experience.

Remove this cause of fatigue

You cannot change the pavements but you can change your heels. O'Sullivan's Heels absorb the jolts and jars that tire you out.

To correct the weakness, the springiness of O'Sullivan's Heels, the highest grades of rubber are blended by special formulas. With this blend of live, springy rubber are "compounded" the best toughening agents known. The compound is then "molded" or heated under high pressure.

The same process that makes O'Sullivan's Heels resilient gives them their great durability. O'Sullivan's Heels contain three pairs of leather heels—they often outlast two pairs of ordinary rubber heels. Stop pounding away your energy. Go to your shoe repairer to-day and have O'Sullivan's Heels put on your shoes. Insist on getting O'Sullivan's!

O'Sullivan's Heels

Absorb the shocks that tire you out

h American people ea rubber heels "

*To the O'Sullivan Rubber Company from the
president of its largest competitor company.*

AN investigator, posted on busy street corners, recently made an actual count of the number of rubber heels worn by men and women in towns and cities from Maine to California.

He found all over the country, in large cities and in small towns—even on the farm—that everywhere the great mass of the American people was wearing rubber heels.

One hundred and fifty million pairs were made and sold in America last year. This means that a whole nation has been converted to the habit of wearing rubber heels.

That this conversion was brought about largely by the O'Sullivan Rubber Company is conceded even by competitors. The statement quoted in the headline was made to the O'Sullivan Rubber Company by the president of perhaps its largest competitor company.

From the very first campaign, seventeen years ago, it has been the privilege of the J. Walter Thompson Company to cooperate with the O'Sullivan Rubber Company in the educational work that has established a new habit in the people and built a new industry

J. WALTER THOMPSON COMPANY

NEW YORK • CHICAGO • BOSTON • CINCINNATI • CLEVELAND • LONDON

have put his own personal funds into the securities of Swift & Company rather than in those of a packer whose name was not familiar to him. A bond salesman calling upon him with securities of a company which was a big national advertiser would have found a trifle less sales resistance on the part of this banker toward them, other things being equal, than toward the securities of some unknown company.

Another incident. In a small city in Pennsylvania there are four advertising manufacturers who constitute virtually the sum total of industry for that particular city. Due to a present disposition of the bank there not to let them carry on their advertising campaign, they are still practically shut down. As a result the whole city is stagnant. The banks there are losing deposits. The merchants are doing business only in the bare necessities of life. The whole town is blue. Trade-marks, the small-town banker said, may not be much as an asset. But they would be valuable to that particular town right now if the bankers there would only learn from men in their same line of business in the big cities.

Recently in a certain New England city a manufacturer was refused a loan by his banker. This manufacturer, through his long experience, had come to realize the absolute relation of sales to advertising. When the loan was refused he cut down production, laid off his workers. And here is the curious thing. A retailer in that town needed money. He found no trouble in getting a loan. The retailer needed the loan because so many men had been laid off and had so little purchasing power that they were cutting down their purchases to the bare necessities. So the local bank there lent money, anyhow, but it lent it to the tail and not to the dog, to the effect and not the cause.

WHEN IT COMES TO BUYING "INDUSTRIALS"

The small-town banker who says "speculation is a bad thing"

we must kill speculation," and then follows it with the statement that advertising will always be a speculation, since it deals with human nature, therefore advertising is bad and must be discouraged, is arguing on a false premise. A trip to almost any advertising agency will make it possible for him to look over a list of accounts of successful manufacturers who, over a long period of years, have built up their total sales volume and their tremendous prestige through consistent, continuous advertising. When he comes to analyze it he does not really mean that companies like Fleischmann, the National Biscuit Company, the Victor Company, the Eastman Kodak Company, the 3-in-1 Oil Company and the hundreds of other concerns whose names are household words in this country are speculators.

He would soon be convinced in a modern advertising agency that company after company had grown from small beginnings to tremendous size through a scientific dissection of market possibilities, new outlets and closer contact with the public, all of them helped and tremendously increased through the force of paid advertising.

He would find out that the advertising failures are nothing more nor less than merchandising failures. A wrong product, a wrong price, a wrong sales method, a wrong system of management will make a business fail, and the best advertising in the world cannot put over a commercial lie. They fail without advertising.

Advertising can, and does, however, build up tangible good-will assets and increases the sales of any product which is made right and merchandised right.

What is the manufacturer who is turned down on a loan for advertising by his small-town or small-city banker going to do about it? What are the bankers going to do about it?

The problems of the banker and the manufacturer are very much the same; they must co-operate if
(Continued on page 150)

R-E-P-E-T-I-T-I-O-N

fixes the buying impulse



*It is not "SIZE,"
"COLOR" or "REPE-
TITION," but the way
they are used that make
Posters Pay.*

NORDHEM SERVICE

*makes the most of them
by skilful USE.*

THE NORDHEM COMPANY has engineered scores of the biggest Poster campaigns in the history of the medium.

Big Ideas, broad experience, real ability and a complete service is a sure forerunner of advertising success.

IVAN · B · NORDHEM COMPANY

Poster Advertising in the United States and Canada

8 West 40th Street New York City 117 N. Dearborn Street Chicago Bessemer Building Pittsburgh

Fred Mason and Walter H. Lipe Join American Sugar

Fred Mason, president of the Shredded Wheat Biscuit Company, and Walter H. Lipe, for many years vice-president and general manager of the Beech-Nut Packing Company, have become vice-presidents of the American Sugar Refining Company, New York.

Mr. Mason was at one time secretary of the St. Paul Retail Grocers' Association, then State secretary of Minnesota retailers, and finally secretary of the National Retail Grocers' Association. In 1907 he resigned his secretarial work and became special representative and later assistant sales manager of the Diamond Match Company. In 1910 he became general sales manager of the Shredded Wheat Company, of Niagara Falls, and later president and general manager of the company.

Mr. Lipe has for a number of years been engaged in work in the grocery field. He was one of the founders of the Beech-Nut company. He disposed of his holdings in that company a few months ago.

Mr. Lipe for a number of years was president of the American Specialty Manufacturers' Association. Mr. Mason is at present president of that association.

Jaeckel Account for Hancock Payne

The Hancock Payne Agency of Philadelphia and New York is placing the advertising of H. Jaeckel & Sons, Inc., manufacturers, wholesalers and retailers of furs, New York. The account will be handled from the New York office. Newspapers, magazines and trade publications are being used.

American Radiator Account for Barton, Durstine & Osborn

The American Radiator Company, Chicago, Ill., maker of American radiators, Ideal boilers, Arcola heaters and Arco Wand vacuum cleaners, has placed its account with Barton, Durstine & Osborn, Inc.

Globe Sprinkler Account for Seaman Agency

The Globe Automatic Sprinkler Company, Philadelphia, has placed its account with Frank Seaman, Inc., New York. Sales and merchandise work will precede a national advertising campaign.

American Lithographic Appointment

George B. Stewart has been appointed to represent the American Lithographic Company, New York, in the Ohio District, with offices in Cleveland.

J. Mitchell Thorsen Leaves "Cosmopolitan Magazine"

J. Mitchell Thorsen has resigned as business manager of *Cosmopolitan Magazine*, New York.

A. C. G. Hammesfahr has taken charge of the business management. Mr. Hammesfahr will continue to serve the entire organization of the International Magazine Company as in the past.

E. C. Patterson has assumed the duties of advertising manager of *Cosmopolitan Magazine*, with headquarters in Chicago. W. S. Bird continues as Eastern advertising manager.

Mr. Thorsen's plans for the future will be announced later. He will continue in his work as chairman of the Sell Now League, a movement which he started a short time ago for the purpose of stimulating selling in all lines. Associated with Mr. Thorsen in this movement are the following, who are members of a committee recently formed to give the movement nationwide scope:

Hon. Arthur Capper, Jules S. Bache, Joseph P. Day, J. N. Willys, Louis Topkis, J. H. Tregoe, O. W. Bartlett, Alfred C. Fuller, Sam A. Lewisohn, Hon. Nathan Straus, Jr., B. C. Forbes, Francis H. Sisson, E. C. Patterson and H. Leach Laney.

William E. Marsh Leaves Hammermill

William E. Marsh, for the last year directory writer in the advertising department of the Hammermill Paper Co., has resigned and returned to his former location at Oklahoma City. Mr. Marsh has become interested in, and will be general manager of the Bureau of Engraving and Electrotyping at Oklahoma City.

National Gravure Company Reorganized

The National Gravure Company, New York, has been reorganized as the National Rotary Gravure Corporation. The officers are William H. Buchanan, president; Frank M. Gould, vice-president; Rufus E. Sparrell, treasurer.

B. T. Babbitt Account with Wales Agency

The advertising account of B. T. Babbitt, Inc., New York, "1776" soap powder, "Babbitt's" lye and cleanser, and "Acme chlorinated" lime, has been placed with the Wales Advertising Co., New York.

Frank G. Conway Rejoins Street & Finney

Frank G. Conway, who a short time ago resigned from Street & Finney, Inc., New York, has rejoined the staff of that agency.

The Des Moines Sunday Register

with

100,000

NET PAID CIRCULATION

(June, 1921)

now outranks the leading Sunday newspapers in Washington, New Orleans, Omaha, Seattle, Columbus, Toledo, Rochester, Louisville, Grand Rapids, Portland, Dallas, San Antonio, Akron, and nine other cities with greater populations than Des Moines.

For proof refer to
Current Standard Rate & Data Service

Flat rate 20 cents a line—
lowest rate per line per thousand of circulation of any Sunday newspaper in the state.

Write for Iowa map showing Sunday Register circulation by counties and towns.

THE REGISTER and TRIBUNE CO.

GARDNER COWLES
Publisher

HARRY T. WATTS
Adv. Mgr.

Des Moines, Iowa

Representatives

Chicago—Glass and Irvin, Wrigley Building
New York—I. A. Klein, Metropolitan Tower
San Francisco, Los Angeles, Seattle—W. R. Baranger Co.

**Elbert H. Gary, chairman
of the United States Steel
Corporation—**

**Michael F. Tighe, presi-
dent of the Amalgamated
Association of Iron, Steel
and Tin Workers—**

**Both practical idealists,
but on different sides of
the same question:**

“Union or Non-Union?”

**Read their authorized
views as reported by
Whiting Williams in
Collier's for July 23.**

Collier's
THE NATIONAL WEEKLY

June Advertising in Chicago

This statement of display advertising for the month of June, 1921, is striking evidence of The Daily News' supremacy in the following important classifications:

Automobiles - - - - -	THE DAILY NEWS	FIRST !
The Daily News, 60,707 lines. Next highest score, 53,439 lines.		6 days against 6
Books - - - - -	THE DAILY NEWS	FIRST !
The Daily News, 5,855 lines. Next highest score, 4,312 lines.		6 days against 7
Churches - - - - -	THE DAILY NEWS	FIRST !
The Daily News, 3,855 lines. *Next highest score, 1,381 lines. *Including 1,350 lines classified.		6 days against 7
Clothing - - - - -	THE DAILY NEWS	FIRST !
The Daily News, 212,719 lines. Next highest score, 166,412 lines.		6 days against 6
Department Stores - - - - -	THE DAILY NEWS	FIRST !
The Daily News, 521,489 lines. Next highest score, 281,873 lines.		6 days against 7
Educational - - - - -	THE DAILY NEWS	FIRST !
The Daily News, 8,839 lines. Next highest score, 7,369 lines.		6 days against 6
Out of the Loop Stores - - - - -	THE DAILY NEWS	FIRST !
The Daily News, 57,146 lines. Next highest score, 17,767 lines.		6 days against 7
Foodstuffs - - - - -	THE DAILY NEWS	FIRST !
The Daily News, 42,767 lines. Next highest score, 37,502 lines.		6 days against 6
Furniture - - - - -	THE DAILY NEWS	FIRST !
The Daily News, 52,998 lines. Next highest score, 37,546 lines.		6 days against 6
Household Utilities - - - - -	THE DAILY NEWS	FIRST !
The Daily News, 15,236 lines. Next highest score, 12,279 lines.		6 days against 7
Jewelry - - - - -	THE DAILY NEWS	FIRST !
The Daily News, 10,427 lines. Next highest score, 8,860 lines.		6 days against 6
Musical Instruments - - - - -	THE DAILY NEWS	FIRST !
The Daily News, 21,323 lines. Next highest score, 16,311 lines.		6 days against 6
Real Estate - - - - -	THE DAILY NEWS	FIRST !
The Daily News, 8,532 lines. Next highest score, 5,861 lines.		6 days against 7
Tobacco - - - - -	THE DAILY NEWS	FIRST !
The Daily News, 11,569 lines. Next highest score, 10,944 lines.		6 days against 6
Total Display Advertising - - - - -	THE DAILY NEWS	FIRST !
The Daily News, 1,217,866 lines. Next highest score, 823,039 lines.		6 days against 6

IN NEARLY EVERY IMPORTANT CLASSIFICATION

THE DAILY NEWS

FIRST in Chicago

(Figures furnished by Advertising Record Co., an independent audit service subscribed to by all Chicago newspapers)

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Why So Many Retailers Swallow the Private Brand Argument

Chain Store Advantages in Buying Advertised Goods Make Independents Receptive to Jobbers' Lines

By G. A. Nichols

IN view of the acknowledged selling superiority of advertised goods many people are at a loss to understand the retailer's indifferent attitude toward them and wonder why the jobber has as much as a look-in with his private brands.

There is plenty of reason for all this. It isn't because the retailer's head is so thick that he cannot appreciate the value of advertised brands—not because he is incapable of grasping the significance of the principle of rapid turnover as is embodied in merchandise for which there is widespread demand and which encounters little selling resistance.

The reason is to be found in the buying advantages which manufacturers—particularly of food products—give to the chain stores.

There has been entirely too much pussy-footing on this proposition. Those most vitally interested have been fooling themselves by trying to put off the evil day with the coming of the inevitable showdown.

It is doubtful if national advertisers recognize the full extent of the menace to advertised goods there is in the wholesale grocer's policy of pushing private lines. The thing is working out to the detriment of everybody concerned because it prevents advertising from developing to its logical conclusion, thus depriving it of its power to lighten the selling burden of manufacturer, jobber and retailer.

It may as well be recognized now as any time that the jobber who pushes private lines rather than advertised goods does so because he is smart enough to recognize the opening for them. The opening comes because the chain stores are able to undersell the in-

dependent retailer on many advertised goods in the grocery line—most of them, in fact.

The chains have this advantage because the manufacturer gives them a discount on quantity purchases that is entirely beyond the reach of the independent retailer.

COMPETITION THE CHAINS CANNOT MEET

When a retail grocer has a chain store neighbor underselling him two or three cents a can on an advertised line of canned goods, he naturally is going to listen to the jobber when the latter tells him of a private brand of equal merit on which he can have the exclusive sale without being bothered by chain-store competition.

Most of the chains have no jobbing expense. Thus the saving is clean cut. Of course, the manufacturer has a right to sell to whom he pleases and to make his own prices. But he cannot consistently blame the independent retailer for taking on private brands so long as he is unable to compete with the chains on the advertised goods. Neither has he much call to criticize the jobber. Private lines of food products are often quality merchandise. They have to be. The retailer has no fear about their making good with his trade. Therefore he can get by in a fashion by using them to meet crushing chain-store competition in advertised lines—something he should not be obliged to encounter to such an extent.

One big soap manufacturer whose products are in almost universal use gives some of the chain stores an extra discount of three per cent. This is only a sample of the general practice among producers of grocery staples.

"What the manufacturers ought

to do," a Chicago wholesale grocer said to PRINTERS' INK, "is to refuse to give such discounts to chains unless the chains handle their goods on a jobbing basis. If a chain has a warehouse and bills merchandise out to its retail stores at a price to provide for the jobbing profit, then it is entitled to a discount as are regular jobbers. But when the manufacturer sells goods to the chain at a discount and then does all the warehousing himself he is merely giving the chain another club with which to beat the life out of the independent retailer and in the end work directly against his own interests."

There are indications of manufacturers stiffening up in their attitude toward the chains. Undoubtedly they see the ultimate bad results of which the Chicago jobber speaks. The Postum Cereal Company not only denies a chain an extra discount unless it operates under a jobbing system, but checks up on the chain's retail sales so as to guard against any sensational price slashing on its products. If, for example, a chain store sells Post Toasties at a price which from the very nature of things can yield no retail profit, the company is likely to take a hand. If the chain offers Post Toasties at a fraction under the regular retailer, all well and good. But when it uses them merely for price advertising purposes to the detriment of the retail trade in general then this is another story.

SKINNER CUTS OFF CHAINS

Exceedingly radical action along the same line has been taken by the Skinner Manufacturing Company of Omaha, Neb., maker of macaroni and similar products.

Some of the Skinner salesmen for some time have been trying to get the company to rescind its rule against selling to chain stores.

Last week Lloyd Skinner, president of the company, regarded the matter as so important that he sent out over his own signature a letter to each road representative of the company ordering in the most emphatic terms that Skinner products should not be sold to chain stores. Incidentally,

he pays his compliments to the private brand idea by saying that "if the wholesale grocery trade in the past had stuck to distribution and had stayed away from private brands there would not be any chain store menace today."

Mr. Skinner tells his salesmen that the chain store has made progress not pre-eminently because it has been a more economical way of distributing food, but because it has had special concessions from manufacturers. He declares that manufacturers in all lines of food products have provided for their regular wholesale and retail grocery trade and figured that they have covered their overhead in this manner.

"Then," said Mr. Skinner, "they have given chain stores, mail-order houses and other direct buyers a quantity price which does not include any overhead charge. This enables the chains to sell the manufacturer's goods at a lower price sometimes than they can be purchased for by the people who are really keeping the manufacturer in business. We do not feel it is fair or equitable to the wholesale or retail grocery trade for a manufacturer to be selling direct in one territory and through wholesale grocers in another."

This matter of forcing the small retailer to carry the whole burden of the overhead as spoken of by Mr. Skinner is now before the Federal Trade Commission. I learn that the National Wholesale Grocers' Association has appealed to that body for an order compelling manufacturers to quit the system of selling to the chain stores at cut prices. Somehow, it is difficult to get up much enthusiasm over this action of the wholesalers. It looks too much like the plan pursued by the farmers in their efforts to get their competitors legislated out of existence. The jobber has it within his power to see that the retailer gets an opportunity to sell advertised goods on something near an equality with the chains. Right there, rather than in any ruling by any commission, can be found the remedy.

The whole thing resolves itself down to a question of which class of trade the manufacturer prefers—whether he wants his advertising to work out to its full conclusion or only go part of the way.

I am not much given to prophesying. A matter like this is much too important for guess-work anyway. But I am merely expressing the composite opinion of leading manufacturers and jobbers with whom I have talked within the last three weeks when I say that there is a very good chance for the maker and the distributor to show signs of getting together within the next few months on the matter of advertised goods.

Some of the biggest jobbing houses in the country—grocers among them—make much of their desire to help the retailer solve his problems of competing with the chain store and the mail-order houses. It cannot be doubted that they are sincere in their efforts and that their assistance is of a high grade. Yet when all is said and done, the fact remains that the retailer is actually being deprived of the one thing that will enable him to work out his own salvation—general advertising. The jobber, taking advantage of the opening already described, gets the dealer to take on his private brands. The chain does not have these but the selling resistance is greater. The retailer needs advertised goods. And when the jobber works to keep them away from him—unconsciously aided and abetted by the manufacturer who gives the chain an undue buying advantage—he is actually doing something that is unfair to the retailer and that he ought to find it difficult to reconcile with his acknowledged wish to help the retailer develop.

If the manufacturer needs to do a little housecleaning along this line the jobber needs to do much more.

Unquestionably it is up to the latter to do all he can to provide the retailer with nationally-known goods that sell readily—and do this on a basis that will enable

the retailer to compete with the chain.

This can be done. It is being done by the Sales Extension Company, an Indianapolis wholesale grocery concern, which is the exact opposite of the conventional jobbing house in that it handles nationally advertised goods exclusively.

There is not an item in its stock the name of which is not familiar to everybody in America who buys things to eat. Sales resistance at a minimum, you see; merely having the goods to fill the demand already created by the national advertising done by the manufacturers; being in fact as well as in name a distributing agency.

Most important of all, this company has demonstrated decisively and cleanly the absolute fallacy of assertions made by the regular school of jobbers to the effect that advertised goods cost more money because of the expense incurred in making them known to the people.

It undersells other grocery wholesalers on advertised items all the way from one to five per cent, just as the chain stores undersell the regular retailer. It is thoroughly consistent in this policy. Handling only advertised lines whose retail selling price is widely known, it has no long profit lines upon which it can make up any deficiency in its net.

It makes a lower gross profit on each turn—about eight per cent as against the eleven per cent or more made by the average grocery jobber of the usual type. But it gets more turns and consequently gains a higher profit. It turned its stock twenty-seven times last year, as against an average turn of five and two-tenths times attained by other grocery distributors.

And even though its gross profit is lower than that of others, its net profit is higher because its selling expense is substantially nothing. It has no traveling salesmen. It does not need any. Why should it go to the expense of sending men around to sell items like

Royal Baking Powder, Quaker Oats, Wilson's Certified Meats, Borden's Milk, Campbell's Soups, Del Monte Fruits and Vegetables, Ivory Soap and Domino Sugar? A modest circular sent out at intervals containing the names of the goods and the prices quoted is all that the company uses. Why should it go elaborately into printed matter even? It does not need pictures and descriptions of Gold Dust, Old Dutch Cleanser or 20 Mule Team Borax. Page presentations of these items in the bulletin would cost more money but would sell no more goods than does the one line of simple type giving the name and price of each.

INDEPENDENTS ON EQUAL BASIS

The big point about the Sales Extension Company's plan is, of course, that through handling advertised goods exclusively it can cut enough from the distribution cost to put the independent retailer on an absolute equality with the chain so far as price is concerned and enable him to have all the advantages which advertised goods can give him.

"To meet chain-store competition," H. H. Ochiltree, president of the Sales Extension Company, said to PRINTERS' INK, "a retailer first of all must be able to buy his goods right. Through the quick turnover which is possible only in well-advertised goods we are able to give him a jobbing price low enough to put him a long way ahead in his effort to meet the chain-store figure on advertised lines. If he had to buy his goods in quantities and get them from the individual manufacturer the proposition would not be so profitable to him even though he got our price. He would lose through inadequate turnover.

"Make it possible for the retail grocer to handle advertised goods on an equality with the chain—something which can easily be done—and you will see both the chain and the independent dealer happy. Their united efforts in pushing advertised goods will multiply the sales. The increased turnover will give everybody in

the deal a more satisfactory profit and the consumer will pay less for what he buys.

"Is this Utopian or idealistic? It seems like good hard-headed business sense to me."

One thing that made Mr. Ochiltree's proposition go over so fast with the manufacturers is that he gives the latter co-operation—something he most decidedly is not used to as coming from the jobber. With no axes to grind in the shape of pushing private brands, he gets behind the great advertising asset created by the producers of the goods he distributes.

It must have been a surprise to Procter & Gamble to see the way Ochiltree's organization sold Ivory soap and other P & G products in Indianapolis. Although actively competed with by Procter & Gamble, as is the case with every other jobber handling P & G goods, he saw no reason why he should not get his share of the selling advantage from that concern's reputation. And so he got it.

A critical view of the whole distributing situation as it affects both the manufacturer and the jobber brings the conclusion that advertising is the one thing that assures a square deal for both and makes it possible for each to look ahead to the future with confidence.

SHOWERS FURNITURE NOT A NAME-LESS MAKE

Take the case of the Showers Bros. Company of Bloomington, Ind., maker of furniture. This company is perhaps the greatest quantity producer of furniture in America, specializing as it does on medium-priced goods. But despite its size it is comparatively little known because it has distributed its product through jobbers and other channels as furniture and not as Showers' furniture.

The indications are that Showers is beginning to see the light. Advertising men were much surprised a little while back to see full pages in national mediums put out in an obvious effort to insti-

(Continued on page 25)

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City
Population
1,823,779



Seal of Philadelphia

Separate
Dwellings
390,000

Selling Heaters and Ranges and Housefurnishings in Philadelphia

"Third Largest Market in America"

Philadelphia, the "city of homes," is perhaps the most attractive market in the U. S. for equipment for the home.

The Philadelphia "one family" style of house is famous all over the country, and builders and architects use it as a model.

There are 390,000 separate dwellings within the city limits, the majority occupied and owned by the family living therein.

These families are every day buying

Coal Stoves and Heaters
Gas Stoves and Heaters
Oil Stoves and Heaters
Gas and Oil Lamps and Fixtures
Refrigerators and Fireless Cookers
Kitchen Cabinets and Tableware

Dominate Philadelphia

Create maximum impression at one cost by concentrating in the newspaper "nearly everybody" reads—

"In
Philadelphia
nearly everybody
reads the
Bulletin"

The Bulletin

Net paid daily average circulation for
June: 491,240 copies a day.

No prize, premium, coupon or other artificial
methods of stimulating circulation are used by
The Bulletin.

The circulation of The Philadelphia Bulletin is larger than that of any other daily or Sunday newspaper published in Pennsylvania, and is one of the largest in America.



*Are you setting
your "message" adrift?*

WHEN one wishes to send a message to Europe, he doesn't seal it up in a bottle and toss it into the Atlantic. It might get to Europe, but it's likely to land in Cape Town or Terra del Fuego. It's safer and surer to send it direct by steamer to Liverpool or Havre.

Your advertisement is your message to the probable buyer. You can set it adrift on the Sea of Advertising and trust to fickle winds and currents, or you can follow the more certain course and place it in publications read by, and in many instances indispensable to, those to whom you sell and can sell—thus exemplifying

THE ASSOCIATED BUSINESS PAPERS, INC.
With 122 member papers reaching

the principle of specialization and economy of effort which has proved so successful in personal selling and industrial development.

A.B.P.

Business Papers, in editorial appeal and advertising content, follow charted trade routes, each paper carrying its message to its own market; each limited in appeal, contents and circulation to a special field.

"Member of The Associated Business Papers, Inc.", means proven circulations, PLUS the highest standards in all other departments.

Included in 122 member publications of the Associated Business Papers, Inc., reaching 54 distinct fields, there is a proper and highly effective "carrier" for your advertising message.

Complete information on Business Papers and the markets they "make" is at the service of advertisers and agencies.



Headquarters, 220 West 42d Street - New York
53 different fields of industry

Try it out in Representative Milwaukee

Now The Journal Is *Stronger* Than Ever

During the first six months of 1921 The Journal continued to strengthen its long-established position as *first* among Wisconsin newspapers. From January to June inclusive The Journal printed 631,024 more lines of advertising than any other Milwaukee newspaper. That The Journal carries the bulk of all newspaper advertising published in Milwaukee is shown by the following comparisons:

First 6 Months of 1921

Grand Total *The Journal* 7,427,008 lines
631,024 lines more than printed by the
other two Milwaukee papers combined.

Foreign Display *The Journal* 1,288,219 lines
40,999 lines more than printed by the
other Milwaukee papers combined.

Local Display *The Journal* 4,759,817 lines
2,051,495 lines more than printed by both
the other Milwaukee newspapers combined.

Classified *The Journal* 1,378,972 lines
581,422 lines more than printed by the
other two Milwaukee newspapers combined.

Month after month, the year around, The Journal leads all Wisconsin papers in every important classification of advertising. This continued dominance is due to the fact that The Journal is the only medium needed to cover the great Milwaukee-Wisconsin market. Unaided the Journal goes directly to 4 out of every 5 English-speaking families in Milwaukee.

The Milwaukee Journal

FIRST—by merit

HARRY J. GRANT, Pub. R. A. TURNQUIST, Adv. Mgr.

O'MARA & ORMSBEE, Inc.

Special Representatives

New York Chicago San Francisco

tutionalize the Showers company.

Who was Showers, anyway?

The jobbers knew. But the users of furniture did not. Neither did many of the retailers.

Advertising can change this condition. Then Showers can have a known reputation for its furniture, of which, by no combination of circumstances could it be robbed.

The Simmons Company, manufacturer of beds, has a recognized national good-will which it has gained through advertising. Everybody knows Simmons beds. Another widely-known piece of merchandise of the same general type is the Murphy door-bed. The Murphy Company has gained a national reputation for its bed through persistent and consistent advertising. Simmons manufactures the Murphy bed—as well as some other advertised brands for other companies. Where would Simmons be if its whole business were one of supplying beds to Murphy and the other companies?

The usual argument the jobber puts up in behalf of his private lines is, that in them the retailer has something on which he does not have to meet universal selling competition. The statement is true, but weak. The private line might be a good thing for the jobber but there the benefit ends. But the jobbers insist with a show of righteous fervor that the private brands not only give the dealer a selling advantage but pass along a buying advantage to the overburdened consumer.

An official of a Chicago wholesale grocery house in addressing the recent session of the Indiana Retail Grocers' Association used numerous charts in his effort to show the retail grocer the benefit of handling the private brands rather than the advertised brands. One phase of his talk had to do with coffee. A chart showed the location of every retail grocer in the city of Indianapolis. The grocers were so close together in many instances that their selling efforts necessarily must overlap. Pointing out a certain neighborhood where this condition was marked the speaker declared it

would be a real asset to a grocer in that district to handle a brand of coffee that was not available to any of the others.

In addition to the advantages of this exclusive representation, he said the dealer would be able to sell the private brand coffee to the consumer at a saving made possible through failure to advertise it nationally.

The dealer would make a larger profit, he said, for the same reason.

That sort of talk can be shot full of holes in a minute merely by bringing up the matter of turnover and some other things so obvious that they need not be mentioned here.

Anyway, if a dealer is going to make more profit on a private brand of coffee than on an advertised brand, how is he going to save the consumer any money?

There has been a lot of talk about the elimination of the jobber. In some lines this might be done profitably to all concerned but taking in the broad field of general merchandise, including groceries, talk of cutting out the jobber is just about as sensible as is the jobber's contention that private brands are best for the retailer and the consumer. The jobbing system in some form or other has got to be.

It is too bad, this being the case, that the jobber is so insistent on pushing his private brands, when the other way of doing, as proved in the case of the Sales Extension Company, would be so beneficial in bringing to bear the powers of advertising upon the selling problem of everybody involved in the transfer of merchandise from the maker to the user.

It is only stating the case advisedly and sanely to say that manufacturers and jobbers will lose the opportunity of their lives right now if they do not utilize advertising as a common meeting place for making selling policies that are going to be the rule from now on. It seems that the old order of things has been tipped upside down. Now is the time to make it over right.

Getting Salesmen in Other Lines to Boost for You

Salesmen Unconsciously Voice the Arguments Which They Absorb from Advertisements

HICKEY-FREEMAN CO.

ROCHESTER, N. Y., July 8, 1921.

Editor of PRINTERS' INK:

HAS PRINTERS' INK ever published any articles on co-ordination between the sales departments of separate and distinct firms? Perhaps I can best explain the kind of co-operation I have in mind by explaining my own plan.

Tips we have received from one or two of our friends, salesmen for men's apparel houses, selling the same class of trade to which we cater, but not competing with us, have suggested that the salesmen of such wholesalers as a class might be made to become very effective boosters for our own product. For instance, a haberdasher in Emporia, Kansas, asks one of the men who sells him what he knows about the men's clothing line. His business is growing and he intends to put in a clothing department. Perhaps the salesman has a friend who is selling Hickey-Freeman Clothes, or he is wearing a Hickey-Freeman suit. Naturally the name of Hickey-Freeman occurs to him and he boosts this line to the Emporia merchant. As a result we secure a new account in Emporia.

Without question the most straightforward way to secure co-operation of the kind instanced in the paragraph above would be to go direct to the firm whose salesman we wish to enlist and enter into a sort of informal alliance with them. An arrangement would be made with such manufacturers whereby their salesmen and ours would co-operate in boosting each others' lines. If feasible, have the men of two or more houses sit down at lunch together and get acquainted, at which time one or two men from each company would sketch the sales policy and merits of their respective lines. A very effective way to make boosters of these salesmen would be to go after their own clothing business and make special prices to them for their personal use.

There is nothing revolutionary in this. It means merely the interchange of selling information between sales departments, just as we now have interchange of credit information between credit men. If one will stop to consider the immense improvement that has come about since business houses have dropped their fearful and suspicious attitude toward the exchange of credit experience, one cannot but admit there is every probability of similar advantages attending the same exchange of information between sales departments.

I should be interested in learning whether there has ever been published any reference to such a plan in PRINTERS' INK and, if not, in having your own opinion of the plan.

HICKEY-FREEMAN COMPANY,

VINCENT S. MOORE.

THERE was an article in the November 7, 1918, issue of PRINTERS' INK, which bears directly on Mr. Moore's suggestion. It was entitled "The Non-Competing Salesman as an Advertising Possibility." In brief, it told how a sectional candy house enlisted the co-operation of several hundred salesmen, selling other lines in its territory. The relation is purely friendly. The basis of it is "if you will boost for me, I'll boost for you." The company in question went to considerable trouble to compile a mailing list of the salesmen having routes which parallel that of its own men. It then proceeded to sell them on its candy, and got them to boost for it at every favorable opportunity.

The idea which Mr. Moore proposes is being used very extensively throughout the commercial traveling fraternity. The methods pursued, however, as a rule, are not so formal as those suggested by our correspondent. There are a few free and easy working arrangements between manufacturers, such as that between the Twinplex stropper and a couple of the safety razor companies. As a general thing, though, the salesmen of two companies in different businesses could not be expected to co-operate too methodically unless there was a common ownership of the concerns or unless their interests were joined in some other way.

Even though these exact co-operative arrangements do not seem to be always practical, there is no reason why manufacturers should not take advantage of the boosting proclivities of salesmen. Salesmen are the greatest little boosters on the planet. They are always helping their traveling companions, giving them information on how to work towns more quickly, on how certain retailers

are faring, what they are buying, about plans they have for expanding, putting in new lines, etc. The best tips a salesman gets usually come from his fellow travelers. A salesman who doesn't cultivate his companion Knights of the Sample Case and win their friendship is missing a most helpful aid.

But perhaps the most important way in which the salesman can help outside manufacturers is through his influence. He has intimate relations with a number of retail merchants. These men respect his judgment. They frequently seek his advice and ask him to recommend goods that he is not selling himself. He is usually quite willing to express his opinion. It is evidently important, then, that the manufacturer have the good-will of the thousands of men on the road. How can it be gained? One way is to have your retail policies correct. If they are not, the information soon gets abroad in the trade, salesmen learn of it and hence lose their respect

for the company. It is reported that the downfall of one of the companies now in the hands of a banker's committee is partly due to the fact that the salesmen have been knocking it. The retail policies of the concern excited the contempt of traveling men in general. They were not bashful in expressing themselves. These hundreds of thousands of wagging tongues did much to undermine retail confidences in the manufacturer in question. Another way to get the good-will of these men is to use the same methods that are employed in gaining the good-will of any person—through advertising. Most salesmen are extensive readers of publications. They customarily read while traveling from town to town. They, therefore, absorb the advertising messages of manufacturers, and become imbued with the reasons—why exploited in the copy. Unconsciously they voice these arguments in their talks with retailers.—[Ed. PRINTERS' INK.]

**The
George L. Dyer Company
42 Broadway
New York**

**Western Offices
76 W. Monroe St.
Chicago**



**Newspaper, Magazine
and Street Car Advertising**

Publicity and Merchandising Counsel

Glen Buck Secures Butler Account

Glen Buck, Chicago advertising agency, has secured the advertising account of Butler Brothers, wholesalers of general merchandise, New York, Chicago, St. Louis, Minneapolis and Dallas. Space will be taken in national magazines and newspapers in an effort to induce new retailers to enter the variety business according to the plan explained by C. M. Harrison in an article in *PRINTERS' INK* of June 23. Instead of having a blind address, as before, the advertising will be run over the name of the firm. No general consumer publicity for Butler Brothers' merchandise is contemplated at present. This firm's advertising to retailers is practically all of the direct-mail variety and will continue to be handled direct by Butler Brothers' advertising department as heretofore.

K. P. Drysdale Directs Lincoln Motor Advertising

The general supervision of the advertising department of the Lincoln Motor Company, Detroit, is in the hands of K. P. Drysdale, who is in charge of this account for Brooke, Smith & French, Inc., Detroit. Frank G. Eastman was formerly advertising manager of the Lincoln company.

Spark Plug Account for Albert Frank & Co.

The B. G. Corporation, New York, maker of airplane and automotive spark plugs, has placed its account with Albert Frank & Co. A trade paper campaign which is now being undertaken will be followed by a consumer campaign.

Ernest Fischer Made Advertising Manager of "Asia"

Ernest Fischer has been appointed advertising manager of *Asia*, New York, succeeding Raymond A. Babcock. Mr. Fischer has been circulation manager of *Asia* and will continue that work in addition to his new duties.

Boston Agency Has Necktie Account

The S. S. Loeb Company, Boston necktie manufacturer, has placed its advertising account with the Thurlow Advertising Service of that city. Newspapers, direct-mail and trade papers will be used.

Paul Thorne Joins Porter-Eastman-Byrne

Paul Thorne, formerly with the Mitchell-Faust Advertising Company, Chicago, has joined the copy staff of Porter-Eastman-Byrne Company, advertising agency in that city.

New Accounts with Philadelphia Agency

The Bloomingdale-Weiler Advertising Agency, Philadelphia, has obtained the account of the F. A. Poth Co., Philadelphia, with a newspaper campaign in Pennsylvania, New Jersey, Delaware and Maryland for "Poth's Extra." The same agency has obtained the account of the Lorraine Hotel, Philadelphia, copy to run in Pennsylvania, New Jersey and Delaware dailies; and of Simon Schaeffer, securities, of Philadelphia, with six-inch copy twice a week in Pennsylvania and New Jersey newspapers.

Chicago Plans Graphic Arts Show

The Chicago Club of Printing House Craftsmen will hold a graphic art exposition in Chicago from July 23 to 30. It will be a demonstration of all the various steps taken in the preparation of printed matter for advertising purposes.

Advertising Campaign for Trunks From Minneapolis

The Barnum Trunk Company, of Minneapolis, has decided upon an extensive newspaper advertising campaign. Copy will be placed by the Kraft Advertising Agency of that city, which recently secured the account.

Manages "Potato Magazine's" Business

L. D. Van Doran, formerly general manager of *Petroleum Magazine* and before that promotion manager of the Audit Bureau of Circulations, has become business manager of the *Potato Magazine*, Chicago.

A. R. Maujer Returns to Chicago

A. R. Maujer, publisher of *Industrial Power* of Chicago, who has represented that publication in New York for the last year, has returned to Chicago to take personal charge of the Western territory.

A New Palmolive Campaign Coming

A new line of newspaper advertising in behalf of Palmolive soap is being prepared by Lord & Thomas, Chicago advertising agency. The copy will be placed mainly in Middle West newspapers.

Dictator Pen Account with Dorland

The advertising of the Dictator Fountain Pen Co., Inc., is being handled by the Dorland Advertising Agency, Inc., New York. Newspapers in New York City and magazines are being used.

No Need to Write Your Indianapolis Retailers

MONEY TALKS. You know what paper is *the* paper in Indianapolis when you know that the retailers spend more money in the six-issues-a-week of *The Indianapolis News* than in the combined thirteen issues of all the other papers.

Retail advertising must produce results. If it doesn't it's stopped because it is checked every day.

The experience of the Indianapolis retailers demonstrates that it's wisest to use *The News* to the point of maximum efficiency before going into other mediums in Indianapolis. Dominant advertising, made possible by concentrating in *The News*, wins.



Take the Publishers Service Company's figures for department stores in Indianapolis for May as an example. 386,452 lines in *THE NEWS*; 134,707 in second paper; 89,111 in third paper; 46,419 in third paper. Nearly twice as much space in *THE NEWS* as in others combined and more than twice when figured in money.

The Indianapolis News

USE NEWSPAPERS ON A THREE-YEAR BASIS

New York Office
DAN A. CARROLL
130 Nassau Street

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
First National Bank Bldg.

The Grand Rapids FURNITURE

554 Manufacturers Show in Grand Rapids

Manufacturers of furniture and home furnishings exhibit their products semi-annually at one or more of the furniture centers—Grand Rapids, Chicago, Jamestown, N. Y., High Point, N. C., Evansville, Ind., Portland, Ore., St. Louis, San Francisco, Los Angeles, Minneapolis, New York, Buffalo and Louisville, Ky.

Everything that makes the house a home is exhibited and in Grand Rapids, the world's leading home furnishings market, June 27-July 23 554 manufacturers from all over the United States are showing

all kinds of home and office furniture, draperies, fireplaces, clocks, rugs, carpets, linoleums, lamps, talking machines, pictures, mirrors, mattresses, springs, pillows, bedding, stoves, ranges, heaters, furnaces, toys, games, baby carriages and children's vehicles, screens, perambulators, kitchen cabinets, refrigerators, chinaware, etc.

In Chicago 354 manufacturers have their lines on display.

During the first two weeks of July 1,451 buyers representing retail home furnishings stores in every State in the Union have been in attendance at the Grand Rapids market.

PERIODICAL

Grand Rapids

District Managers:

VICTOR B. BAER COMPANY
47 West 42nd St., Room 527
New York City

EDWARD B. FORD
53 W. Jackson Blvd.
Chicago, Ill.

SAM LEAVICK
510 Union Trust Bldg.
Cincinnati, Ohio

The Furniture Manufacturer and Artisan is the only technical and business magazine that blankets the furniture manufacturing field, reaching 90 per cent of those who control the buying policies in this industry.

The American Funeral Director has the largest proven paid circulation reaching high-grade, professional business men—funeral directors and morticians.

RECORD

354 Manufacturers Show Their Products in Chicago

Wide-awake, progressive merchandisers, retail home furnishings merchants recognize Grand Rapids as the leading home furnishings market center in the world.

The Furniture Record is published in Grand Rapids to enable our service and editorial staff to provide these retailers with the latest and most complete information regarding styles, designs, prices, production conditions in the furniture and home furnishings industries.

The Furniture Record is the recognized authority on market conditions. It gives valuable helps to merchants on better merchandising, advertising, display, accounting and business methods.

It has the largest proven paid circulation in the field.

It always carries more paid advertising than any other exclusive furniture and home furnishings business magazine.

PUBLISHING CO.
Michigan



All A. B. C.—A. B. P. Mediums

Railroad Advertises the Advantages of Better Livestock

Missouri Pacific Finds a Way to Utilize the Idle Time of Waiting Passengers

"DOUBTLESS you have waited in a railway station and read every item that you could find posted, including the instructions from the superintendent of the division—I know, at least, that I have done so—and it occurred to us that an educational poster put on the walls of the station might interest a large number of people."

So says John T. Stinson, director of the Department of Agricultural Development of the Missouri Pacific Railroad Company, in explaining the origin of the series of posters that are now being put up in the waiting-rooms of the stations along the line.

The Missouri Pacific's posters strike a new note in advertising, for they advertise neither the railroad's equipment or service, but the advantages to be derived from "grading up" farm cattle. The railroad's purpose is therefore largely altruistic, though of course it will benefit in the long run from having high-grade and profitable cattle shipped over its lines.

The posters are printed in red and black on heavy, coated stock that can't be torn easily by tacks. They are different from the usual poster conception, in that they carry lots of copy in addition to the illustrations. In fact, they look more like a double page from a Sunday newspaper supplement than the ordinary commercial poster.

One of them describes the process of grading up farm cattle as carried out on the 1,800-acre Snib-bar Farms established by Col. W. R. Nelson, late publisher of the *Kansas City Star*, at Grain Valley, Mo., which is within a few miles of the Missouri Pacific tracks in Jackson County, Mo. A half-tone portrait of Colonel Nelson is printed, along with an extract from his will which provided

that the demonstration he began in 1913 should be continued for thirty years after his death.

The text goes on to relate that in an experiment conducted with 400 grade or "scrub" cows bred to ordinary bulls, their calves brought \$24.91 less than the top of the market for the day on which they were sold. But calves from the same cows bred to pure-bred bulls brought \$51.92 a head more than the bulk shipment of fat steers that day.

Abundant half-tone illustrations show the common cows used in the demonstration, the pure-bred sires, and specimens of the first and second crosses.

The posters are so designed as to attract the eye of the busy man, not to mention the bored individual who finds himself waiting at a lonesome railroad station without even a paper to read. Once the attention of the passerby is gained, it is easy to induce him to read the entire text.

The Missouri Pacific figures that the message of the posters is bound to strike home to the farmers who live along its route, for all of them are patrons of the road to some extent and few of them can fail to see the posters. If these farmers can be made to realize the cash advantage of grading up their livestock, the community will be built up and the railroad is bound to reap its share of the improvements thus created.

The railroad is not relying on chance alone, however, for it has taken newspaper half-pages to advertise the posters, that advertise better livestock, that will advertise the Missouri Pacific.

William Ross Shattuck, formerly in the art department of Erwin, Wasely & Co., Chicago, has been appointed art director of the Chicago office of Albert Frank & Co., New York.

225,770,000



A recent survey by the editorial department of the ELECTRICAL WORLD showed that central stations will spend \$225,770,000 for steam, hydro-electric plants and transmission systems in 1921.

ELECTRICAL WORLD reaches 100% of the plants having generator rating of 10,000 kw. and over, 92% of those between 10,000 kw. and 5,000 kw. and 73% of those between 5,000 and 1,000 kw.

Here you have a field that is expanding and a paper that covers the field. Let ELECTRICAL WORLD help you get your share.

Electrical World

The National Exponent of Electric Service

One of the Eleven McGraw-Hill Engineering Publications

Tenth Avenue at 36th Street, New York City

Member of the Associated Business Papers, Inc.



THAT Baltimore is an excellent market for our recent investigation of all kinds of soap products, for example, of one of the leading manufacturers of twenty branches.

Our book detailing the result of this survey contains one of the most complete and valuable sources of information on all soap products, including household, laundry, and toilet brands, soap flakes, chips and tablets, soaps, cleansers, scouring powders, shampoo preparations, shaving creams, sticks, liquid soaps, dog soaps, etc. This information is more valuable than any other available upon the subject. It contains the relative standing of these various products, the names of their manufacturers, their distribution, retail outlets, rank in sales activity, leaders, second and third best sellers, along with first hand information on the

Soap manufacturers and those who are interested in the soap business for thought and serious consideration. We will gladly send to every executive who writes for it on his

THE BALTIMORE NEW

Evening, Daily and Sunday

DAN A. CARROLL
Eastern Representative
150 Nassau Street
New York



Howell



Excellent soap was unquestionably confirmed by all kinds of products here. The local branch, the leading stands third in gross volume out of

Survey contains one hundred and ten dealers, and other side information comes from the most reliable sources obtainable—hold, launch, which presents an accurate picture of existing conditions and defines the outlook for future possibilities.

preparation of this in view our survey makes a valuable suggestion for more of your soaps in Baltimore, and the manufacturer upon this suggestion and advertising his brand through a force as The NEWS and The AMERICAN, with combined circulation of more than 187,000, will most fully reap the fullest benefit from the Baltimore market.

ers and those who advertising will find food for serious consideration, valuable survey, which we will try to put on his business stationery.

NEW The Baltimore American

Morning, Daily and Sunday

J. E. LUTZ
Western Representative
First Nat'l Bank Bldg.
Chicago



—if advertising

is simply mass selling; if mass selling is but a development of individual selling; if no principle is applicable in mass selling that is not right in individual selling—

—then

—newspaper advertising is the primary and fundamental practice—

—because

—through newspapers, as through individual selling, the greatest number of prospects are appealed to right where the goods are on sale.

Invest in Newspaper Advertising

E. Katz Special Advertising Agency

Established 1888

Publishers' Representatives

Chicago
Kansas City

New York

Atlanta
San Francisco

Using Advertising to Fend Off Price Agitations

Atlantic Ice Corporation Runs Big Campaign to Build Up Good-will by Explanation of Ice Cost

By Martin Hussobee

HERE is an unusually interesting instance of a big corporation using advertising to build up its good-will and at the same time protect itself from annoyance and other costly consequences of misunderstandings arising from the situation in which many large concerns find themselves.

This situation, with its latent possibilities for the fomentation of dissatisfaction, is rarely entirely absent from the atmosphere surrounding large enterprises, particularly those in the public utility class. There is always somebody ready to take a crack at such bodies.

It is especially common today. The difficulties attendant on the realignment of wages and the high cost of living are, naturally, likely to breed discontent. The result is an extremely favorable soil for cultivation either by wilful trouble-makers or misguided and misinformed persons.

Just how to prevent misunderstandings and to take the sting out of them if they already exist was a problem which many large organizations tried to solve by treating it with masterly silence. Many have since found that that ostrich-like policy does not pay, and now they appeal to the open forum of public opinion.

By its ice campaign, which it is running in newspapers in its territory down South, the Atlantic Ice and Coal Corporation shows that it, too, has come to see that the best way to deal with misunderstandings is to smooth them out by a frank presentation of facts—and that the surest method of doing that is to do so over its name in paid-for advertising space. That is what it is doing.

The Atlantic Ice and Coal Corporation, said to be among the very largest ice-making concerns

in the world, has always enjoyed a large measure of public good-will and it is well entitled to claim credit for the many benefits it has brought the South. But, like similar bodies, it has at times in past years had to contend with agitators of various sorts, and the cost of defeating such activities as are frequently started by well-intentioned but misinformed persons has been a rather expensive item in the operations of the company. Advertising has not been used by it for this purpose hitherto.

Now the Atlantic, which has thirty-four ice-making plants in twenty-one Southern cities, is telling its story to the public so completely and concisely as to leave no room for misapprehension as to why ice cannot be so cheap today as it was before the war. If there were people thinking of starting movements for ice price reduction without giving due regard to the costs on which prices are based, this advertising, it would seem, should promptly make them think the matter over again.

When in intensely human language a \$15,000,000 corporation speaks of itself in print, people are going to listen. When it vividly details the service it gives, people are sure to get interested.

And when it can wind up by declaring that it supplies its product at from ten to fifteen cents less than the average price per hundred pounds throughout the country, and that, with its recent daily production of 7,000 tons and storage capacity of 120,000 tons, it never in sweltering weather had to say, "We've got no ice!" it lands on the jaw of a developing grouch and creates a strong local pride.

Even hard-boiled agitators with

political aspirations are likely in such a case to hold off. They realize that they may get on ground that will turn out dangerous for them. Such is the power of plain facts strongly told.

That is how the Atlantic Corporation is treating the situation

tractive picture of the prosperity of today and the trainloads of fruit that go North from Florida, Georgia, Tennessee and Alabama.

Another piece filled in the picture by telling about the transportation to the North of vast quantities of dairy products, vegetables and fish, bringing back riches to the South.

Other pieces of copy tell how the ice plants serve the health of the community and "in making today's adventures safe for the wavering footsteps of the glorious South's little citizens of tomorrow." And the household consumer delivery service alone was stated to have cost last year more than a million dollars.

In advertisement No. 5 of the series, the question, "What Is a Just Price for Ice?" is put straight from the shoulder in a displayed heading. The copy here is cast in letter form over the signature of the president of the Atlantic Corporation, W. B. Baker. After detailing the increases in the cost of chemicals, labor and other items his answer is this:

"A just price for any commodity is one that can be afforded by the consumer and in which there is a sufficient return to enable the manufacturer to pay a fair return to the holders of his company's securities, and to give continuous employment and living wages to the men trained to turn out his product efficiently and without waste."

That sounds like an answer which would be hard to refute.



When a Humble Dime Says **"FORWARD MARCH"** *to Three Thousand Employees*

When the thermometer climbs to 90 an alert, efficient corps of public-health guards looks after the health and comfort of every man, woman and child, of every race and social degree, in Twenty-one leading southern cities.

These guards are ready, at the wave of a hand, to turn every home in these twenty-one cities every day. From a humble dime, handed to one of them, humbly business on a scale of nobility which knows a step "Forward March" to every man in the employ of one of the South's largest corporations.

They are serving guards, standing sentinel over a priceless treasure—public health and comfort. Their spot of valiant attention to their task is daily sustained by the loyalty of over three thousand employees of the Atlantic Ice & Coal Corporation.

For it is to be shared to quell the children and babies suffer. A food which the health of the body is essential. Thousands of acres of the South's wonderful, fertile, sunny fields are opening—the first seed to be sown in the soil to produce southern riches, rich means to the health and comfort of every man, woman and child.

And to, constantly alert and working, controlling the hot and cold to the health, comfort and well being of thousands of southern homes. Here, to every kind of society, you will find the service-rendering, indispensable, new public service rendered to the service rendered of the Atlantic Ice & Coal Corporation.

This really important service upon service, through

our over 1,000 deliveries who carefully and daily deliver the ice cream which the physical comfort of our customers is largely dependent—A service, through our department heads who supply their knowledge to guide you for the public—and it serves, through our divisions who deliver domestic, with great accuracy and high purpose, to the interests of our customers, our shareholders and our employees and who must maintain continuous coordination of the vast forces of men and machinery that enable us to promptly meet the demands as which must be kept in full force on each day during the first shipping season.

And the more of this cheerful, dependable, healthful service is an increased number of business propositions, every dollar of which is kept actively engaged in carrying health and developing public physical comfort through the beneficent power of pure ice.



Atlantic Ice & Coal Corporation

Phone Main 1900

PLANTS LOCATED IN

Atlanta, Ga. Jacksonville, Fla. Miami, Fla. Mobile, Ala. New Orleans, La. Pensacola, Fla. Savannah, Ga. Tampa, Fla. Vicksburg, Miss. Wilmington, N.C.

USE PURE ICE

HOT-WEATHER COPY SELLS THE SERVICE RENDERED
BY ICE COMPANY

in its advertising campaign, the first series of which consists of six pieces of copy, each calling for 110 inches of newspaper space.

In the first piece of copy, "When Jack Frost Was the Only Ice Man," it did not hesitate to remind the South of the contrast that exists between the day when Jack Frost dominated the ice-making business and the day of manufactured ice. It was an at-



BUSINESS DISTRICT—NEWCASTLE

“Star” Lights on Indiana— A Little Light on Newcastle

Some forty-five miles east of Indianapolis, in the center of a rich farming community, and favored with excellent transportation facilities, lies Newcastle, a thriving industrial city of some 30,000 population, city and suburban.

Newcastle is the home of The Maxwell Motor Company, The Hoosier Kitchen Cabinet and The French Piano Company, three nationally known concerns which are great factors in Newcastle's commercial life, furnishing steady employment to a large percentage of Newcastle's citizens.

Newcastle has two daily newspapers, yet, despite that fact, Newcastle proper buys 755 daily and 1,100 Sunday copies of The Star, while Henry county, of which Newcastle is the county seat, receives 1,510 daily and 1,735 Sunday copies of The Indianapolis Star.

As in all of Indiana's cities, it is the prosperous, able-to-buy residents of Newcastle who are Star readers. Data gathered from 28 cities in a 75-mile radius of Indianapolis show that one out of every five business and professional men read

The Indianapolis Star

Largest Morning and Sunday Circulation in Indiana

Eastern Representative: Kelly-Smith Co., Marbridge Bldg., New York

Western Representative: Glass & Irvin, Wrigley Bldg., Chicago

ONE OF THE SHAFFER GROUP OF NEWSPAPERS

The last advertisement of the series, which has the caption, "When the Humble Dime Says 'Forward, March!' to Three Thousand Employees," is reproduced here. It is devoted to the service idea and vividly portrays the intricate and varied activities which must function smoothly to handle orders ranging from five cents to a trainload and enable your piece of ice to reach your door every morning without fail.

Each advertisement was suitably and strikingly illustrated, as may be judged from the effective bit of art work in the one reproduced. Taken altogether, the ice company makes out a very good case for itself—but the effectiveness lies less in the possession of the facts than in the stating of them boldly to the public in advertising.

Much of the trouble that comes to big corporations through price reduction and other agitations gets its origin in lack of knowledge or in distorted knowledge. It is a welcome sign of advancement that the great corporations are recognizing and using the power of advertising to overcome such situations.

In the case of the Atlantic Ice Corporation, the president is reported to have stated that "Even from the results already seen, the campaign has been a thoroughly profitable investment." President, directors and other chief executives have all received congratulatory letters—and members of other companies have consulted them as to making similar campaigns themselves.

There was another gratifying outcome. That was the reaction among the company's employees. "Our advertising" is said to be a constant topic of conversation among the men at all the plants, and it has stimulated the expression of the latent feeling of loyalty and pride in all.

The wisdom of such advertising cannot be overestimated. To almost all big corporations come occasionally seasons of difficulty due to misunderstanding on the part of their customers and the

public in general. In such cases advertising of this sort is a safe path to satisfaction all around. The plan used by the Atlantic Ice and Coal Corporation is a very good and useful example.

Spark Plug Advertising Hooks up with Demonstration

The Fyrac Manufacturing Company, of Rockford, Ill., manufacturer of Fyrac spark plugs, is using a mechanical demonstrator more closely to tie up the retailer with the company's general advertising. The demonstrator is so constructed that it can show the spark plug in action. It is featured in all the advertising so that the customer will readily recognize it when he goes into an automobile accessories department. Every advertisement requests the motorist to see the Fyrac demonstrator in action at his dealer's. To a certain extent the machine takes the place of a real flesh and blood demonstrator, thus accomplishing much the same purpose at a considerable saving in expense.

Grafton B. Perkins with Chartered Agency

Grafton B. Perkins has been elected vice-president of the Chartered Advertising Corporation. Mr. Perkins was formerly advertising manager of the Resinol Chemical Company, Baltimore; promotion manager for the McGraw-Hill Company, and advertising director for the W. R. Warner—Richard Hudnut group of interests. During the war he was a major with the General Staff serving in this country and in Siberia.

A. O. Backert Appointed Member of National Commission

A. O. Backert has been appointed a member of the National Advertising Commission representing the Associated Business Papers. Mr. Backert is general manager of the Penton Publishing Company, Cleveland. He succeeds R. Marshall. His associates from the Associated Business Papers on this commission are Harry Tipper, *Automotive Industries*, New York, and Dr. O. F. Ball, *The Modern Hospital*, Chicago.

John Watson Wilder Made Officer of Albert Frank & Co.

John Watson Wilder has been elected vice-president and general manager of the Chicago office of Albert Frank & Co., New York, succeeding the late Willard Nelson Record. Robert Wesley Dawson has been appointed assistant manager of that office.

Mr. Wilder, Mr. Dawson and Renwick Wiley Abbott were given an interest in the firm.



Carrier delivery into the worthwhile homes of Baltimore

by the exclusive Sun Carrier organization is the cornerstone on which the consistent growth in circulation of THE BALTIMORE SUN has been made.

☛ The homes pictured above are representative of those on Sun Route No. 125, which is located in the northwest section of Baltimore. This route has been managed by M. L. Sezzin for the past four years, and he serves THE BALTIMORE SUN to over 90 per cent of the homes on his route.

☛ For June, 1921, the average net paid daily (morning and evening) circulation of THE SUN was 215,854—a gain of 32,306 over June a year ago.

☛ Ask our Service Department for the facts.

Everything In Baltimore Revolves Around

THE SUN

Morning

Evening

Sunday

JOHN B. WOODWARD
Times Bldg., New York

GUY S. OSBORN
Tribune Bldg., Chicago

**Baltimoreans Don't Say "Newspaper"
—They Say "Sunpaper"**



Selling 350,000 fry pans in 10 days

THE makers of *Wear-Ever* wanted to hang 350,000 fry pans in the kitchens of Greater New York and to do it within 10 days. They did it—and this is how it was done.

The price was made specially attractive because the manufacturers knew that after using even one piece of *Wear-Ever* the modern housewife would be almost a certain buyer of other pieces of this kitchenware. Each fry pan would be a *Wear-Ever* missionary.

Dealer co-operation was enlisted by *Wear-Ever* salesmen two weeks before the sale. A week later, Field Men of the NEW YORK EVENING JOURNAL'S Merchandising Service Department called on 1200 housefurnishing, hardware and department stores to introduce the newspaper advertising schedule. The day before the sale, window trim, stickers and posters were delivered to the dealers direct by the manufacturers.

190,523 dealer calls

made by this Merchandising Service Department since January, 1920, contacting dealers in the interests of JOURNAL-advertised goods.

A rapid check-up of these displays was made among the 1200 stores by JOURNAL Field Men. Newspaper copy was released, the sale began.

The day before the sale ended each dealer received a red "last chance" sign to be stuck in his window. Again JOURNAL Field Men checked the list making over 1000 calls—a total of approximately 3400 calls for this one sale.

Wear-Ever advertising planned by Frank Presbrey Co.

LARGEST DAILY CIRCULATION IN AMERICA

THE NEW YORK EVENING JOURNAL

(Member Audit Bureau of Circulations)

The 350,000 fry pans were sold. As the NEW YORK EVENING JOURNAL's circulation is over 40% of the total evening paper circulation of New York

City, it is reasonable to assume that it developed a large part of the remarkable consumer demand which resulted.

The Aluminum Cooking Utensil Co.

"Wear-Ever"

New Kensington, Pa.

IN REPLYING PLEASE REFER TO
ESP-VII

July 11, 1921.

J. M. WILSON
PRESIDENT

Mr. Wm. G. Hobson,
Service Department,
New York Journal,
New York City.

Dear Sir:

The enthusiastic co-operation given us by you during our recent "Wear-Ever" Fry Pan Campaign is appreciated sincerely. We are especially pleased with the definite reports furnished us covering the calls made on the hundreds of dealers who participated in the campaign. The many men you sent out to check and encourage the proper use of display matter in connection with the campaign did excellent work.

We wish also to take this opportunity to thank you personally for your helpful interest.

Very truly yours,

THE ALUMINUM COOKING UTENSIL CO.

E. J. Reilly

For data on your market here write any of these

NEW YORK EVENING JOURNAL Offices

2 COLUMBUS CIRCLE, NEW YORK

504 Hearst Building, Chicago

28 Sutter Street, San Francisco

DOUBLE ANY NEW YORK EVENING PAPER

R NEW YORK EVENING JOURNAL

(Circulations)

EVERYBODY

is cordially invited to attend the

FOURTH ANNUAL INTERNATIONAL *Convention and Exposition*

OF THE

DIRECT MAIL ADVERTISING ASSOCIATION, Inc.

and its affiliated organizations

The Association of House Organ Editors
and The Better Letters Association

SPRINGFIELD, MASS.
OCTOBER 25, 26 and 27, 1921

All the Country's
Leading Printers
Lithographers
Paper Makers
Direct Mail
Specialists
Novelty M'fr's
and Allied
Industries
will exhibit

*For more definite
information write*

THE PUBLICITY CLUB
Box 1061
SPRINGFIELD, MASS.

"Let's Go!"



SPRINGFIELD'S TWO-MILLION-DOLLAR AUDITORIUM
THE HOME OF THE CONVENTION AND EXPOSITION

A National Trade-Mark May Become Feasible

Federal Trade Commission Is Gradually Eliminating Unfair Practices in Export Trade

By Chauncey P. Carter

[EDITORIAL NOTE: The chances are growing brighter for a real national trade-mark, which will identify products originating in the United States, and which at the same time will be an indication of quality. Under the provisions of the Webb Act, permitting combinations of manufacturers for export trade, the Federal Trade Commission is empowered to prevent "unfair methods of competition used in export trade against competitors engaged in export trade, even though the acts constituting such unfair methods are done without the territorial jurisdiction of the United States." The policy of the commission in enforcing this provision of the law suggests that the day may not be distant when American manufacturers may adopt a national trade-mark without having its standing endangered by use on products whose quality is misrepresented.]

AMONG the orders made by the Federal Trade Commission, one of the most interesting and far-reaching is that in the Nestlé's Food case. It seems that the Bureau of Foreign and Domestic Commerce received information from Mexico to the effect that Swiss canned milk had for a long time enjoyed a certain preference there, particularly the well-known Nestlé brand. When the war made it impossible to obtain in Mexico milk canned in Switzerland, the Nestlé company endeavored to maintain its predominant position in the market by supplying the Mexicans with milk canned in the United States, but without any indication of that fact on the label and with the name and address, "Henry Nestlé, Vesey, Switzerland" prominently displayed thereon. The commission found, in fact, that these were the only words indicating origin or place of manufacture on the labels.

When this information came to the Bureau of Foreign and Domestic Commerce, along with the intimation that other American canned milk, just as good as that

canned by the American Nestlé establishment, was at a distinct disadvantage as against this American milk branded in such a way as to indicate European origin, and that, furthermore, the continued supply of such milk so branded tended to prevent American canners from getting their product favorably introduced in the Mexican market with a view to permanent establishment there and tended to preserve this market for the European canners, it found itself more or less helpless to do anything in the matter. The matter was therefore taken up by the writer, as an officer of the Bureau of Foreign and Domestic Commerce, with the Federal Trade Commission with the view to making it a test case under the Webb Act.

HOW THE COMMISSION WENT ABOUT IT

It was recognized that if the misbranding merely deceived the foreign consumers and did not constitute an "unfair method of competition against competitors engaged in export trade," the commission would be powerless to act, and it was also recognized that it would be a very difficult matter to produce evidence of damages to competitors. However, the commission was as anxious to justify an extension of its powers as was the Bureau of Foreign and Domestic Commerce to promote export trade in American canned milk, and it was agreed that the commission should investigate the matter with a view to the issuance of a formal complaint against the Nestlé company incorporated under the laws of the State of New York. As a result of this investigation, which confirmed and somewhat amplified the essential information submitted

to the Bureau of Foreign and Domestic Commerce, a formal complaint was issued, and the Nestlé company entered an appearance and filed an answer, admitting certain allegations and denying certain other allegations in the complaint. Subsequently, the commission and the respondent agreed on a certain set of facts in the case to be accepted by both as the evidence in the case in lieu of testimony, and in which the absence of *any intention* on the part of the Nestlé company was admitted, as was also the fact that the labels used *did tend* to deceive and mislead the purchasing public, with the result that respondent's products were given an undue preference over those of its American competitors. On this agreed state of facts, it was ordered that the Nestlé company should "cease and desist from using *any* labels upon or in connection with condensed milk manufactured by it in the United States and shipped into the Republic of Mexico for resale and consumption which may tend to deceive and mislead the public into the belief that the condensed milk so labeled is manufactured in Europe or elsewhere than in the *United States of America*."

It will be seen that the action of the Nestlé company in admitting the tendency of its labels to deceive and mislead, and thus obtain an undue preference for its products, relieved the commission of the necessity of proving this by proper evidence. As such evidence would probably have to have been secured in Mexico, and would have to show not only that the Mexican public was deceived and misled, but that such deception and confusion reacted unfairly against other American canners, it is by no means certain that a showing sufficient to justify the final order of the commission could have been made had the agreed state of facts not been made. On the other hand, the Nestlé company might have been shown to have *intentionally* deceived and misled by their labels had testimony and evidence been

resorted to, whereas under the agreed state of facts, the absence of such intent is officially admitted.

Members of the commission's staff have stated to me unofficially on several occasions that it is their opinion that whenever a foreign customer is deceived or misled by a product coming from or by a firm located in the United States, the act reacts against American traders as a whole and particularly against those American traders who are competitors in the sale of such products or of such firm, and that hence there is in practically every unfair act committed by a trader located in the United States in connection with foreign or at least export commerce an unfair method of competition against competitors engaged in export trade, such as will warrant the intervention of the commission. Whether the courts will recognize the soundness of this view is problematical, but it is very patent from innumerable reports from our diplomatic and consular officers in all parts of the world that every unfair act on the part of an American exporter against a firm in a foreign country or tending to deceive the public of a foreign country makes it more difficult for other American firms engaged in the same or even in another line of business to sell their products in such country.

POWER OF THE COMMISSION

It seems to me that this apparent power of the Federal Trade Commission to take action against any unfair trader located in the United States cannot be too widely heralded for two reasons: In the first place, it will tend to show foreigners that our Webb Act against which protests have been made all over the world really tends to protect rather than to impose upon our foreign customers, and that the United States Government is frowning upon and will act to prevent any continued unfair trading on the part of its export traders where proper facts are brought to its attention. In

Widespread rains and cooler weather assure a big crop of small grains for the Northwest and particularly in Minnesota. There was danger for a time that the continued hot, dry weather would materially damage a crop that had previously given promise of being one of the largest ever produced in this section, but that danger is now past and a liberal harvest is assured. Corn, one of the big crops of the southwestern part of the Northwest, including Iowa, southern Minnesota and eastern South Dakota, has attained remarkable growth and development and all indications point to a bumper crop. Recent investigations of crop conditions by The Minneapolis Tribune all give assurance of good returns to the farmers.

Minnesota has never experienced such an influx of summer tourists as have marked this season, due in part to the unusually high temperatures prevailing all over the country. Minnesota's ten thousand lakes and the hundreds of lake resorts of the state were most liberally advertised for several weeks in The Minneapolis Tribune, in both daily and Sunday issues, and as a result they have all been crowded to the limit.

The Minneapolis Tribune is in receipt of a schedule of advertising from the Frank Presbrey Company for the Shredded Wheat Company. This copy is characteristic of the usually convincing type and style of the Shredded Wheat Company.

The Cramer-Krasselt agency, of Milwaukee, has sent The Minneapolis Tribune a thirteen-time order for the Northwestern School of Stammerers. This copy carries a logical argument and, because of the strength of The Tribune as a school advertising medium, should result in good business for this advertiser.

The La Crosse Box Company, of La Crosse, Wis., is running a series of advertisements in The Minneapolis Sunday Tribune for the promotion of sales of its sectional summer cottages and garages. The Woodall & Amesbury Advertising Agency, of Minneapolis, is preparing copy and placing this business. Snappy illustrations, showing some of the types of cottages, in connection with good text matter, make this an attractive campaign.

The Minneapolis Tribune's financial pages have been crowded for a number of issues with offers of bonds and various legitimate stock sales and dealers are reporting good returns. There is plenty of money in the Northwest for investment in sterling offers.

The Bush Conservatory has selected The Minneapolis Tribune as its advertising medium in the Northwest, copy and schedule coming from the Thomas Bowers Advertising Agency.

The Corning Agency, of St. Paul, has placed with The Minneapolis Tribune an advertising campaign for St. John's University, of Collegeville, Minn., a Catholic training school. Copy runs through July and August.

The Erickson Artificial Limb Company, of Minneapolis, is using The Minneapolis Tribune for a series of display advertisements, written and placed by the Dollenmayer Agency, of Minneapolis. The benefits and advantages of using the Erickson Company's products are well set forth in illustration and text of the copy.

The W. S. Nott Company, of Minneapolis, is carrying an advertisement every day in The Minneapolis Tribune for Wizard Roofing and Carey Asphalt shingles.

Member A. B. C.

The Minneapolis Tribune

Is the oldest and best daily Newspaper published in Minneapolis.

Has the only 7-day Associated Press franchise.

Accepts no questionable advertising.

Makes no trade contracts.

Is cautious as to its credits.

Has the largest total circulation.

Has the largest home carrier circulation



FIRST
in its
City

FIRST
in its
State

FIRST
in its
Federal
Reserve
District

the second place, it will inform Americans in this country and abroad, including our diplomatic and consular officers, missionaries, chambers of commerce, as well as foreigners who have dealings with and have faith in the United States, that if they will report to the Federal Trade Commission each and every instance of unfair export trade on the part of our traders, that commission will act to prevent repetition of the same, so that eventually our export trade will be purified of corrupt practices to an extent that will create a distinct preference on the part of foreigners to purchase from our merchants where other things are equal. When this comes about, the legend "Made in U. S. A." will take on a new meaning, and because of such meaning will be likely to be wrongfully used to a greater extent by unscrupulous merchants of other countries over whom the Federal Trade Commission can have no jurisdiction unless they operate in this country. However, we shall then be in a position to go to a foreign country and say: "We are taking pains to see that our exporters treat your merchants fairly in every sense of the word so that merchandise 'Made in U. S. A.' is now preferred by your merchants and ultimate consumers to similar merchandise from any other foreign country. It is now your duty to us and to your merchants to see that no article of merchandise marked in this way is admitted into or sold in your country unless it comes directly from the United States or if indirectly, then in the original, unbroken and unopened package or container in which it left the United States."

There will be some who will see in this decision a gateway to the use of a national trade-mark, since it is obvious that the commission may now apply to export shipments the same rulings as to trade-names, grade of goods, adulteration, relabeling, etc., as have been applied to domestic interstate shipments, with the result that the general quality of our

export shipments will be raised to a point where a national trade-mark, even if used on all goods exported from the United States, could be said to be a mark denoting quality as well as origin. The chief, and perhaps the only advantage, of such a mark over the use of the mere legend "Made in U. S. A." lies in the fact that it could and would probably be made distinctive and thus be susceptible of being registered and otherwise protected as a collective trade-mark, whereas the mere legend of origin is on its face lacking in the distinctive characteristics necessary to a trade-mark that may be protected as a trade-mark in all countries, and protection of it would, therefore, depend upon specific international agreements, such as has been suggested above, or upon general misbranding laws such as the British Merchandise Marks Act. In this connection we read in the annual report of the Federal Trade Commission for the fiscal year 1920 as follows:

"The use of national trade-marks is being advocated in many of the leading industrial countries of the world. In connection with that movement a significant development in this nation's export trade merits attention, namely, the use of collective trade-marks by export associations. Thus far, eight of the associations operating under the export-trade act have adopted special trade-marks for their joint exports."

There is a move on foot to secure legislation in this country that will permit of the registration of collective trade-marks that are owned by non-trading organizations, and such legislation if properly enacted will permit of the registration of collective trade-marks owned by nations or "national" trade-marks, as well as of collective marks owned by trade-organizations, municipalities, states and the like.

Another interesting angle of the entry of the Federal Trade Commission into the realm of export trade is the effect it may have on the activities of the Bureau of

Market City of the Wealthiest Agricultural Empire



Omaha

is the first primary grain market in America, receiving more grain shipped directly from the farm than any other city.

As a general grain market, Omaha ranks fifth in the nation. More than 60,000,000 bushels are received in this city annually.

This great amount represents vast wealth in itself, not including live stock, hay manufactory and other wealth producing industries conducted in the rich empire surrounding Omaha.

Do the people here know your product? Tell them about it through Omaha's dominant newspaper.

Our service department will cheerfully secure for you any information regarding this territory. Its only purpose is co-operation with the national advertiser.

OMAHA WORLD-HERALD

Away ahead of the rest in news, advertisements and home circulation.
O'Mara and Ormsbee, Reps. Chicago — New York — San Francisco

Millions of dollars worth of Dixie Peaches



now rolling to Northern Markets—

Every year the South sends thousands of carloads of this precious cargo to the great markets of the North and West, enriching its coffers by the millions of dollars.

The South is the greatest shipping section of fresh peaches in the world. Southern peaches have a flavor equaled by none, and command a premium in price over the peaches from other sections.

But—Fruit-growing is not the main source of revenue of the great agricultural South. The peach season being of short duration, the grower raises cotton, corn, asparagus, watermelons, etc. The returns from peaches are only an **ADDITIONAL** source of revenue.

No other section has so many money crops. The average crop value per acre

of the Southern States was \$57.00. The average for Iowa is only \$39.00—for Illinois \$38.00—for Kansas \$26.00.

The South's farm purchasing power in 1920 was \$2,610,127,000.00—this purchasing power being represented by the value of the surplus which Southern farms produce above their home needs.

The value of live-stock in the South is conservatively estimated at \$2,764,200,000.00.

The South is rich, and offers a wonderful market for Northern and Western products. Billions of dollars of harvest money will soon be going into circulation. In planning your next campaign—figure on using generous space in Southern newspapers. With no other medium can you so surely, so economically influence the Southern market.



SOUTHERN NEWSPAPER
PUBLISHERS' ASSOCIATION

Chattanooga, Tenn.

Foreign and Domestic Commerce, the Chamber of Commerce of the United States of America and other official and unofficial bodies in this country and abroad that have at one time or another and in various ways interested themselves in the settlement of disputes arising out of commercial transactions between our merchants and those of other countries. In fact, the Chamber of Commerce of the United States of America has entered into formal agreement and instituted fixed rules governing the arbitration of such disputes. At present, however, it would appear that in lieu of or in addition to availing himself of such arbitration facilities the foreign merchant may bring his story to the attention of our Federal Trade Commission, which is then in duty bound to investigate the whole matter, with a view to determining whether a formal complaint against the American merchant is in order, in which event it will be issued and duly prosecuted. Probably the two means of rectification will go hand in hand, the one designed to secure proper reparation for injuries sustained and the other designed to prevent further injury.

California Redwood Association Starts Campaign

The California Redwood Association has entered upon an extensive advertising campaign in which magazines, trade, class and agricultural publications are being used in addition to direct-mail work. The consumer advertising refers the prospect to his architect. This consumer advertising will be reproduced in a special campaign directed at architects. The advertising which will appear in agricultural papers will explain the advantages of silos, tanks, etc., made of redwood.

The campaign is under the direction of R. F. Hammatt, secretary-manager of the association, and is being placed by The Evans & Barnhill Company, of San Francisco.

Los Angeles Agency Adds Baker Account

The Culver-Hammel Corporation, Los Angeles, has secured the account of the Bradford Bread Company. This company's products have distribution through the Southwest, and a campaign exploiting quality will be made in that territory.

St. Louis Starts Second Advertising Campaign

St. Louis has started upon its second advertising campaign. This campaign will continue until April, 1922. An appropriation of \$50,000 has been made; one-half by the City of St. Louis and one-half by the Chamber of Commerce of St. Louis. The campaign is directed by the Chamber of Commerce, and the copy is written by the John Ring, Jr. Advertising Company of St. Louis and will appear in newspapers, magazines and business publications.

The copy this year will be of a more general nature than that of last year in which sixteen specific industries were sought. The growth and development of St. Louis and its resources in recent years will be outlined, together with the development of Mississippi River traffic and an analysis of railroad transportation rates as applied to St. Louis and other markets. The semi-slogan "Ship from the Centre—Not the Rim," will feature this phase of the campaign.

One unit of this year's campaign will be a series of advertisements in newspapers throughout the South, Southwest, Far West and the Mississippi Valley—the so-called St. Louis Trade Zone—in the spring and fall urging merchants to come to St. Louis, and pointing out the advantages to them of buying in St. Louis as against other buying centres.

A series of weekly advertisements will be run for eleven weeks in newspapers in Mexico telling of the advantages of St. Louis and explaining the water and rail transportation facilities for prompt deliveries to Mexican points. The campaign in South America, included in last year's schedule, will not be repeated this year. The committee in charge decided temporarily to discontinue this unit of the campaign because of the uncertain trade and exchange-rate conditions there.

New Accounts of Boston Agency

The Mohawk Spa and Restaurant of the Hotel Avery, Boston, has appointed the O'Connell-Ingalls Advertising Agency, Boston, to handle its advertising. The Archibald Wheel Company, manufacturer of carriage and automobile wheels, has also placed its account with this agency.

The O'Connell-Ingalls agency has also obtained the advertising accounts of Cordo-Hyde Laces, O. A. Miller Shoe Trees, Hunt's restaurants and the Massachusetts Laundry Owners' Association.

Sands Chipman Joins Thurlow Service

Sands Chipman, formerly a staff writer with the Boston Post and later with the Boston Traveler, has joined the Thurlow Advertising Service of Boston. Mr. Chipman was recently associated with the Thomas Dreier Service. He will direct the house-organ department of the Thurlow organization.



The next time you come to Minneapolis, let us take you about the city and show you how The Journal's circulation—which is twice that of any other Minneapolis evening paper—steadily predominates in the buying-power sections of this prosperous community.

THE MINNEAPOLIS JOURNAL

*Represented in New York, Chicago, and
San Francisco by O'Mara & Ormsbee*

Business is not bad Everywhere *and more than one man realizes*

CHICAGO, for example, in general prosperity is ten per cent ahead of the rest of the country. We are feeling the so-called depression that much less than the United States as a whole.

This means that Chicago merchants are doing better business; that Chicago people are more prosperous and are spending more money; that advertising here has an opportunity to function much more efficiently than anywhere else in the United States.

Good news? Certainly it is good news, but not a bit surprising when you consider the progressive spirit and natural advantages of Chicago.

The Chicago Evening American has been well abreast of this prosperous tide, and its record for the month of June is rather remarkable evidence that business is not bad *everywhere*.

Of the six newspapers published in Chicago, *the CHICAGO EVENING AMERICAN is the only one which showed a gain in advertising in June, 1921, over June, 1920—*

business

EVERYWHERE

one smart business man
realizes it

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States

A sterling acknowledgment by the merchants of Chicago of the tremendous power of Chicago Evening American advertising.

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When you realize that 1920 was the banner year of advertising for nearly every newspaper in the United States (including the Chicago Evening American, for that matter) the June, 1921, record is something to be proud of.

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No, sir, business is not bad *everywhere*. Here in our city it is better than average, is improving, and will continue to improve.

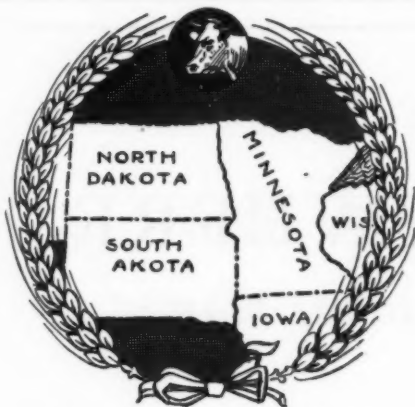
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With the Chicago Evening American it is better than it is with any of its competitors *and will continue to improve*.

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1921,

Over 1,200,000 daily readers (approximately 1,000,000 of them in Chicago and suburbs) *plus a constantly growing appreciation among advertisers of the ability of the Chicago Evening American to move their merchandise*, assure this continued improvement.

Most decidedly, business is not bad *everywhere*.



Diversified Farming Makes the Northwest a Dependable Market

A NORTHWEST CROP failure is impossible. There are too many different kinds of crops raised, too many types of soil, too many varying farming methods to permit serious inroads on agricultural production. Northwest farmers have so many sources of income that their purchasing power remains firm year after year.

Every year wheat, corn, oats, potatoes and many other crops are produced in this territory by the thousands of bushels; ton after ton of hay is stacked. Drought, floods and insects never affect more than a fractional part of this great farming region.

And this is important—Northwest farmers milk over 4,000,000 dairy cows every night and morning. These same farmers draw cream checks every month of the year.

The great Northwest is the farmer's land of plenty and your opportunity.

Write for more information about the "Bread and Butter Land."

THE FARMER

The Northwest's Weekly Farm Paper

WEBB PUBLISHING COMPANY, Publishers
St. Paul, Minn.

Western Representatives:
STANDARD FARM PAPERS, INC.,
1109 Transportation Bldg.,
Chicago, Ill.



Members Audit Bureau of Circulations.

Eastern Representatives:
WALLACE C. RICHARDSON, INC.,
95 Madison Avenue,
New York City.

"Bridge the Bay" Advertising Sets San Francisco by the Ears

You Never Can Tell What Advertising Will Do Until You Try

By J. M. Campbell

AN extraordinarily interesting advertising campaign is now in progress in San Francisco. In boldness of conception and in the amazing celerity with which it is being carried to a successful issue, it reminds one of some of the stories with which Jules Verne delighted and astonished mankind, a generation or so ago.

This campaign is notable for other reasons than that it involves the expenditure, in a few weeks, of a considerable sum of money. The reasons are:

(1) It shows that a small group of men, actuated by motives of self-interest, can do what the city in which they live and of which they are a small and relatively unimportant part, has never been able to do;

(2) It proves that sometimes it is necessary to slap a community in the face to make it "sit up and take notice"; and

(3) It demonstrates, for perhaps the millionth time, that you never can tell what advertising will do until you try.

The purpose of the campaign is to provide quicker and better communication between San Francisco and the cities on the eastern shore of San Francisco Bay. Whether this should be done by means of a bridge or a tunnel—or a combination of a bridge and a tunnel—is a detail which has not yet been decided. The distance across the bay is about six miles and the cost of spanning this gap is estimated at \$25,000,000.

If this bridge—or bridge and tunnel—is built in the next four or five years, it will be largely because ten men—motor-car dealers, all of them—determined that it *should* be built; or they'd know why.

The idea of bridging San Francisco Bay is not new. It is almost

as old as the city itself. Half a century ago, San Franciscans said, "Some day, there will be a bridge across the bay." In more recent years, other men have said, "We ought to have a bridge across the bay."

That was as far as anybody got until a few weeks ago, when the Motor Car Dealers' Association of San Francisco got busy. The reason was just this: Their pocketbooks were suffering. They were selling only about half as many motor cars in San Francisco as they thought they should. And they knew why. What that "why" was will appear later.

WHY DID THE CITY LAG BEHIND?

With a few exceptions, the men who compose the Motor Car Dealers' Association of San Francisco are the representatives, for the entire State of California, of various automobile manufacturing companies. As such, they have salesrooms not only in San Francisco, but also in Oakland, Los Angeles, Pasadena, San Diego, Long Beach, Ocean Park, Sacramento, Fresno and Bakersfield. They meet each other frequently and they compare notes. Long ago, it was brought home to them that it takes more time and effort to sell an automobile in San Francisco than almost anywhere else in California. Not that San Franciscans haven't the money to buy automobiles. Not that they don't enjoy motoring. But for the reason that San Francisco is on a peninsula. Westward is the Pacific; northward, the Golden Gate; eastward, San Francisco Bay. In only one direction—southward—can an automobilist leave the city without going aboard a ferry boat.

In other words, San Francisco is bottled up, shut in, isolated as is

Canada's Progress Since Confederation

AGE 54 YEARS

1867		1920
3,000,000	Population	9,000,000
14,666	Immigration	147,502
2,288	Miles of Railways	38,896
123	Branches of Banks	4,500
	Farms Under Cultivation	800,000
	Acreage Under Cultivation	53,050,000
3,800,000	Cattle, Horses and Swine	15,517,000
\$78,000,000	Invested in Manufactures	\$3,034,301,000
\$19,336,000	Public Revenue	\$451,336,000
\$52,701,000	Exports	\$1,287,000,000
\$67,090,000	Imports	\$1,064,000,000

Away back in 1870—three years after Canada's birthday—the *Family Herald and Weekly Star* first won the friendship of the farmers by lending them a helping hand. From that time on, the farmers of Canada and the *Family Herald and Weekly Star* have grown up together, firmly united in their ceaseless endeavor to improve conditions on the farms, to build more and better farm homes, to find and apply more efficient methods of farming and of marketing farm products, and generally to develop the all-important industry of agriculture in Canada.

Today the *Family Herald and Weekly Star* is regarded throughout the length and breadth of Canada as a national institution. The circulation of this national farm journal is little short of phenomenal, reaching 90 per cent of the post offices and having sufficient power as an advertising medium to establish a product or stimulate sales in every county of every province from the Atlantic to the Pacific.

The circulation of the *Family Herald and Weekly Star* exceeds 150,000 each issue, and is sold either nationally or sectionally to suit the special requirements of the advertiser. Entire Dominion of Canada edition, 50 cents per line. Either Eastern Canada or Western Canada Division, 30 cents per line.

Family Herald and Weekly Star.

Canada's National Farm Journal

Montreal

Established 1870

Canada

BRANCH OFFICES:

New York, U. S. A.:

DAN A. CARROLL, Representative,
150 Nassau Street.

Toronto, Ont., Can.:

M. W. MCGILLIVRAY, Representative,
182 Bay Street.

Chicago, U. S. A.:

J. E. LUTZ, Esq., Representative,
First National Bank Building.

London, Eng.:

M. A. JAMIESON, Representative,
17 Cockspur Street, S. W. I.

he knew that this idea of his was *real*. So he got the members of the Motor Car Dealers' Association together and told them about it.

The idea was this: That the Motor Car Dealers' Association of San Francisco, alone and unaided, and without any "ifs," "ands" or "buts," should immediately launch a "Bridge the Bay" campaign. And as evidence of his faith in the undertaking, the man with an idea tendered his check for \$5,000. Nine other men "came across" with checks for \$5,000 apiece. From other sources, about \$50,000 more was secured, providing in all, a fund of about one hundred thousand dollars.

A plan of procedure was decided upon. It was about as follows:

Full page spaces in all San Francisco and Oakland daily papers were to be used.

There were to be, in all, seven advertisements.

The first advertisement was to appear about the middle of May. In it, there was to be no reference—none whatever—to a bridge across San Francisco Bay. It was to be the "first shot in a campaign to awaken San Francisco."

The second advertisement was to appear a week later than the first. It, too, was to say nothing about "bridging the bay." It told San Franciscans that they had "no pride in their motor cars"; that an "automobile archæologist would go wild with joy in San Francisco"; that San Franciscans "drive their ten-year-old motors with the idea of impressing the world that theirs is not a recent prosperity."

The third advertisement in the series, scheduled to appear about Memorial Day, was to be "constructive." It was intended to tell—and it did tell—San Franciscans why they should "Bridge the Bay."

The other advertisements—Nos. 4, 5 and 6—were likewise "constructive." One by one, they hammered home the facts. They told San Franciscans that they must "tear down the wall" which sur-

rounded their city; that the "fifty million people who are ferried across San Francisco Bay annually lose millions of dollars in time wasted"; that they should "open the neck of the bottle" and build two more highways down the peninsula—and a bridge across the bay.

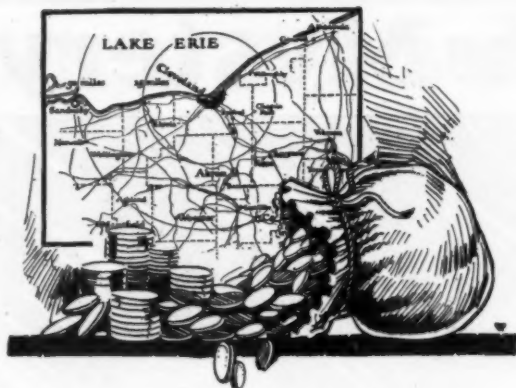
When the first of the "constructive" advertisements was published—it was the third in the series—the people of San Francisco, who had been red in the face and white around the gills, for a fortnight, began to smile. When the second "constructive" advertisement appeared they said, "All right, let's bridge the bay. When can the work begin?"

In other words, in *less than a month* from the time the first advertisement was printed the entire city was aflame. A tap on the jaw and a slap in the face had done what years of hat-in-hand pleading had failed to do.

As I write, San Francisco has decided to "Bridge the Bay"—at once. Every issue of every San Francisco newspaper is filled with the latest "dope." The biggest of the motion picture theatres is showing a special "Bridge the Bay" film. A prize is offered for the best "Bridge the Bay" song. Every man of prominence in San Francisco—and some who are not at all prominent—has been interviewed on the subject. Scores of editorials have been printed and the "columnists" are outdoing themselves. It is meat and drink for them.

At the psychological moment, "two of the world's greatest bridge experts" arrived and are hard at work. Their report is being waited for, impatiently. It does not make much difference whether these men's estimate of the cost of bridging San Francisco Bay is twenty million dollars or twice that sum. San Franciscans have made up their minds that the bay must be bridged. The only thing that will stop them is to be told that "it can't be done." They are prepared for everything but that.

You never can tell what advertising will do until you try.



Loosen the Purse Strings of Northern Ohio

Northern Ohio's purse is filled with money. Northern Ohio's purse strings are always ready to be loosened.

This rich territory, with its diversified industries, knows no "dull season." Comprising a section that is fourth in financial importance in the country, Northern Ohio leads in iron and steel manufacture, as well as ladies' and misses' clothing. Second in automobiles, and away up in hundreds of other staple lines, it stands well fortified.

Straight into Northern Ohio homes—straight to the keepers of Northern Ohio's purse, goes *The Plain Dealer*, seven days in the week.

With its dominating influence, built up over a period of 78 years, *The Plain Dealer* carries your message right to the buyer in the home.

You can loosen the purse strings of Northern Ohio through

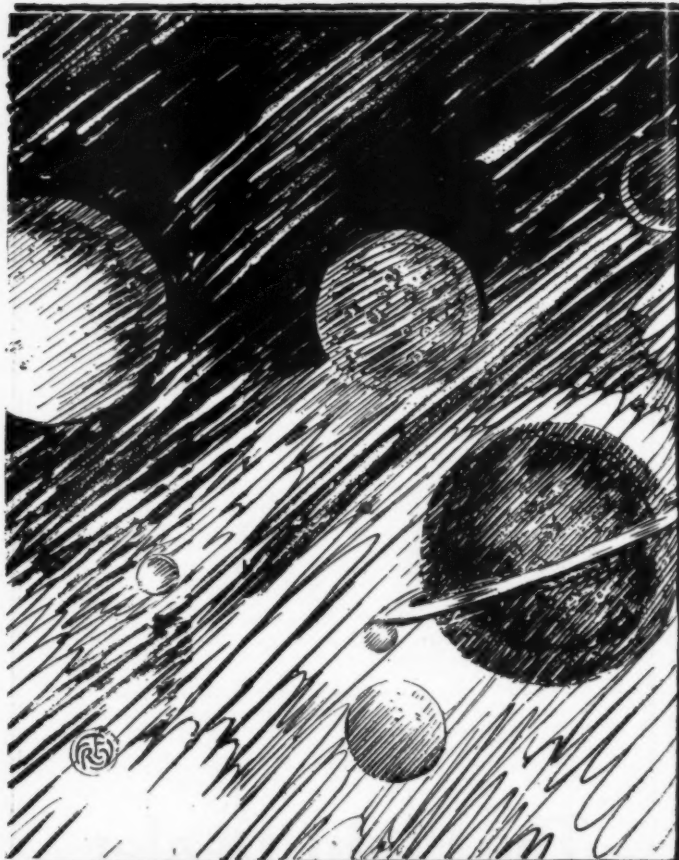
The Plain Dealer

First Newspaper of Cleveland and Ohio

Eastern Representative
JOHN B. WOODWARD
Times Bldg., New York City

Western Representative
GLASS & IRVIN
1216 Wrigley Bldg., Chicago

The Mystery of



Audit Bureau
202 South State Street · Chicago 34

of Space Solved

The world does move.

The mystery of space grows less every decade.

Copernicus, Keppler, Galileo and Newton did their part. Man now knows that the earth moves around the sun. The stars have been weighed and measured.

In *advertising* space there need be *no* mystery.

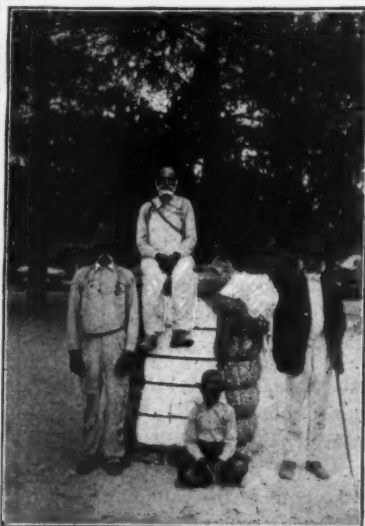
Through the great co-operative organization known as the Audit Bureau of Circulations, publishers, advertisers and agents have solved it. The buyer of space can now see through the mist of figures and measure circulation. With an A. B. C. report and a copy of the publication he can weigh editorial influence and determine reader interest.

The reports issued by the Audit Bureau of Circulations upon every publisher member provide facts by which circulation can be thoroughly tested for its value to any specific product or merchandising problem. Unless these facts are secured and used, there is bound to remain a large element of mystery—of doubt—in the selection of advertising space. To *secure* these facts and to *use* them means to study all the material in the A. B. C. report together with all other sources of information.

Be sure to get your copy of "Scientific Space Selection," the new A. B. C. book. A guide to every advertiser, space-buyer and publisher who is interested in the sale or purchase of white space. *Price, two dollars and a half.*

Audit Bureau of Circulations
Chicago 347 Fifth Avenue · New York





Three old darkeys and a pickaninny who waited—who knows how long—for the chance to “come to town;” a bale of cotton to sell and possibly a watermelon in the cool of the grove waiting their pleasure; heads up and bodies carried proud as their picture is “tut!”—what a picture for Uncle Remus!

Eloquent of the New South

The old South was a “one crop” country. When cotton failed in the fields or on the market it meant distress and hardship for nearly everyone below Mason and Dixon’s line.

But the old order has changed. Witness Shreveport—one of the largest inland cotton markets in the world—with \$50,000,000 in its banks and cotton bringing 12 cents the pound! Corn, alfalfa, peanuts, vegetables and fruits are also grown in this fertile country. Oil, gas, lumber and manufacturing are also here to keep the wheels of industry turning.

The territory adjacent to Shreveport is, today, one of the most prosperous in the country. The Shreveport Times completely blankets it, producing results that are not common even in cities twice as large as Shreveport.

The Shreveport Times

ROBT. EWING, Publisher

JOHN D. EWING, Associate Publisher, in Charge

DAILY, 25,000

SUNDAY, 35,000

Shreveport, La.

S. C. BECKWITH SPECIAL AGY., Eastern Representatives
JOHN M. BRANHAM SPECIAL AGY., Western and Southern Representatives

"It's Used by the Very Best People"

Exclusiveness of Clientele as an Advertising Theme Has a Strong Appeal and Permits of a Wide Variety of Interesting Applications

By A. L. Townsend

THE red and yellow glare from a kerosene torch lamp threw its brilliant halo around the vacant lot, as eager crowds faced upward, and the funny negro in the red and white striped minstrel suit plunked away at his guitar.

He was singing now, as the perspiration rolled down the face covered with burnt cork:

"What's the use of my workin' so hard?

I got a woman in th' white folks' yard!"

Out upon the platform comes a tall man in a black coat that reaches below his knees. His corduroy vest is set off by a ponderous watch chain that sways glitteringly in the lamp light. Topping his long, curly hair is a large white Stetson hat, worth more than its weight in gold.

This is "Professor" Moccasin Jones, of Pine Ridge, Ariz. His associates refer to him, deferentially and in audibly blatant tones, as "Doctor."

"Lad-ies and gentlemen," begins the professor, "I am disappointed in you. I really am! Here I bring my expensive show, with its diversified talent, and my marvelous remedy the entire distance from Pine Ridge, Ariz., and you spurn my offers. You are suspicious of my statements. In short, ladies and gentlemen, you do not purchase enough of this marvelous discovery to buy hay for the hosses! I give you one more chance. And to-night, ladies and gentlemen, I will tell you about some famous people who have used my mar-velous remedy."

The professor pauses, his face a study of repressed feeling. In his left hand is balanced a sinister black bottle, lavishly belabeled and sealed and signed.

"Do you know, ladies and gentlemen," continues Doctor Moccasin, "that Victoria, Queen of England, used my magic remedy for a severe attack of rheumatics? Stanley, the famous explorer, took it with him to the heart—the heart of Africa, because he knew there was nothing better for snakebites and malaria. Ladies and gentlemen, all the crowned heads of Europe have used my marvelous mixture. And I want to tell you that several United States Presidents took it and made themselves well! I am sending a shipment right now to the Prince of Denmark and fifty bottles to an Eytalian Grand Dook. If it's good enough for them folks, ladies and gentlemen, it must be good enough for you!"

There is a rush for the black bottles. Almost everybody buys. The power of prestige has been established. Failure has been suddenly and gloriously turned into success because Hiram B. Nearpass, of Corn Center, Ind., realizes that the Magic Remedy he can buy in his own rural community was used with success by an Eytalian Grand Dook.

This little business episode took place, as the writer recalls, something like twenty-five years ago. Before the advent of better tactics in advertising, it made an impression. It taught that people are strongly influenced by what others think of an article. Somebody of authority must set a precedent. We are all sheep. We like to feel that we can buy and use the same things that are bought and used by exclusives, by aristocratic and famous personages. It at once establishes confidence—and a form of covetousness.

Many kinds of "atmosphere" can be created, in advertising, for

a product, but perhaps the most effective of all is that which presupposes or establishes beyond any doubt that said product has been accepted with high acclaim by the ultra discriminating.

There are two possible methods. One is to search about for authentic data, thereby making it possible to give actual names, places, dates, etc. The other is to assume this class prestige. The artist is of great assistance in either case.

The buying public is naturally influenced by proof of the substantial worth of an article. Because seven local physicians bought a certain make of automobile—who must use their cars night and day, any time, any place, in any weather—the agent for that car, using the sales as an advertising feature, cleaned up handsomely. Just plain citizens were sure that this must be a splendid car if so many physicians selected it for their own emergency use.

On the "definite proof" side of the ledger we have such campaigns as the one now running for Lux, as opposed to mere pleasant and picturesque generalities.

Lux is recommended for fine lingerie, silks, the daintier fabrics. But just saying so is nowhere near so convincing as proof—the most reassuring kind of proof from really trustworthy authorities.

Lux investigators secured from manufacturers of heavily advertised silks letters of recommendation and approval that make fine reading for the consumer. Take this as an example:

LEVER BROS. COMPANY,
CAMBRIDGE, MASS.

Gentlemen:—Sport silks receive such strenuous wear that it is necessary to launder them frequently. We are naturally much concerned about the kind of laundering our silks receive. The use of a harsh soap on pure silks is ruinous to the texture of the fabric. It shortens its life as well.

We are extremely glad to report to you that we have found Lux satisfactory in the washing of our finest silks. It is a pure, neutral soap and there is nothing in it that could injure the most delicate silk fibre.

Another thing which recommends Lux to us is the fact that the flakes are so thin that they dissolve quickly and completely. The thick lather makes rubbing unnecessary and also eliminates any possibility of particles of soap sticking to the silk and yellowing it.

We would like to have all purchasers of Belding wash silks launder them in the safe way set forth in the Lux directions. Laundering which will preserve the new appearance of silks in constant use is the best advertisement we could have.

BELDING BROTHERS & COMPANY.

Although this is, in a sense, an advertisement within an advertisement, it is sure to make women think, and think favorably, of Lux. It is not the voice of the manufacturers, it is the voice of a very important outsider. An entire campaign has been arranged for the product along this somewhat new and original testimonial line.

This is the way the Alvin Silver Company does it. There are pictures, from photographs of beautiful and well-known schools, clubs, homes, and each one represents a place where Alvin silver is used. Surely these people must know the proper thing when they see it. Beneath a photographic illustration appears this caption:

"The exclusive Mayfield Country Club of Cleveland, O., where Mrs. Elizabeth C. T. Miller gave a luncheon at which the table was set with the Molly Stark pattern in the Alvin Silver Plate."

There's prestige for you! And from the looks of the club any housewife might well believe that only the most exclusive of everything would be used.

The International Silver Company indulges in somewhat similar tactics. The illustrations here, as well, are from wonderful photographs. The people posing in them are obviously wealthy, refined aristocrats. Here there is shown an impressive anniversary dinner. A dozen or more people in evening attire are present, and the white-haired guest has just risen to respond to a toast. The surroundings are of the finest; the atmosphere of the entire proceeding exclusive. We can understand why a woman in Emporia would want to have that same silver on her table.



When a Farmer Goes to Town

Probably you picture him hitching up the team or climbing into the flivver, driving through thirty or forty miles of mud, landing in Main Street, calling at the General Store so remote that the traveling salesman is still a "drummer," making his necessary purchases—and then back home.

Not so in Ohio, Pennsylvania and Michigan. He drives on good hard roads—or perhaps he takes one of the interurbans or railroads which network these States. He lands perhaps in Canton, Ashtabula, Dayton, Erie or Kalamazoo. He goes to the modern drug, grocery, hardware, dry goods, music and other specialty stores. He and his wife see the most modern of advertised goods sold by capable merchants. Then they go to the movies and see a picture that is running the same night on Broadway and in The Loop as a big feature.

So you see, there is a difference in farmers after all, and these Ohio, Pennsylvania and Michigan farmers are the ones you can reach through the Lawrence Farm Weeklies. You don't need to worry about distribution. If you have fairly good city distribution let us carry your story to these prosperous farm families who probably are buying from your own dealers every day.

The Lawrence Farm Weeklies

300,000 Every Saturday

Ohio Farmer
Cleveland, O.

Michigan Farmer
Detroit, Mich.

Pennsylvania Farmer
Philadelphia, Pa.

Members of Audit Bureau of Circulations.

Members Standard Farm Paper Association.

Standard Farm Papers, Inc.,
Western Representative,
Transportation Bldg.,
Chicago, Ill.



Wallace C. Richardson, Inc.,
Eastern Representative,
95 Madison Ave.,
New York City.

Paramount Motion Pictures accomplish it by creating for their advertising illustrations a distinctive type of Paramount Fan—families in which blue blood runs—the best Americans. The people shown in Hartmann trunk illustrations are plainly aristocratic; persons of wealth and refinement, who would naturally buy only superlatively good products.

Associate your goods and your advertising with high ideals and people of discrimination. It is human nature to want that which the best people consider the best.

New England Advertising Men Meet at Worcester

Col. Theodore T. Ellis, publisher of the *Worcester Telegram and Gazette* was host to more than one hundred advertising men of New England, and New York City on July 12 at Worcester. Advertising men from Boston, Hartford, Springfield, New Haven, Bridgeport, Providence and other large New England cities were numbered in a party which spent practically the entire day at an outing on the outskirts of Worcester. The outing was the second given by Col. Ellis to advertising men in the last two years.

Specialty Advertising Exhibition in Chicago

The entire exhibit of advertising specialties, which was shown at the convention of the Associated Advertising Clubs of the World, will be again shown at the Chicago Pageant of Progress Exposition, July 30 to August 14. The exhibit contains about 1,000 pieces, including specialties made of metal, celluloid, paper, wood, leather and bronze, art calendars, blotters and greeting cards, as well as all kinds of indoor and outdoor signs.

Knoble Directs Liberty Motor Advertising

The advertising of the Liberty Motor Car Company, Detroit, will be directed by Cliff Knoble. Mr. Knoble, who was at one time in charge of advertising for this company, has for some time been in sales work. He will continue in that work in addition to directing the advertising department.

Dahlstrom Metallic Door Co. Appoints Sales Manager

R. B. Christofferson has been appointed sales manager of the Dahlstrom Metallic Door Company, Jamestown, N. Y. Mr. Christofferson has been with this company for the last six years as purchasing agent.

Publicity Plans for Philadelphia Exposition

A nation-wide campaign of publicity for the proposed world's fair in Philadelphia in 1926 was decided on last week at a meeting of the Executive Committee of the Sesquicentennial Exhibition Committee.

The campaign is to start immediately. Mayor J. Hampton Moore named Colonel John Gribbel as chairman of the publicity committee. Other members are Edward Bok, Colonel James Elverson Jr., former Governor Edwin S. Stut and E. A. Van Valkenburg. Colonel Gribbel announced he would increase the committee membership and prepare an aggressive campaign.

Mayor Moore has received a suggestion from the Associated Advertising Clubs of the World that one of the permanent buildings to be erected for the exposition be dedicated to advertising, printing and publishing. It is proposed that in the building shall be exhibited methods of advertising and merchandising plans for various commodities and also exhibits of printing processes, publishing, designing and engraving.

Educational Advertising Co. Reorganized

The Educational Advertising Company of America, an Illinois corporation with offices in New York and Chicago, has re-incorporated under the laws of the State of New York with practically the same personnel. Jay P. Black, who was president of the former corporation, has withdrawn, and George D. Bryson, secretary of the old company, is president and treasurer of the new one. Mrs. Paul C. Hunter remains vice-president and Paul C. Hunter has been elected secretary. Miss Agnes F. Pilney is Western manager with headquarters in Chicago. The name of the company is now the Educational Advertising Company, Inc.

Ernest F. Clymer with Hornblower & Weeks

Ernest F. Clymer, at one time advertising manager of *McClure's Magazine*, and more recently in the New York financial district, has become associated with Hornblower & Weeks, New York.

Robert B. Young Forms Mail Advertising Service

Robert B. Young, formerly advertising manager of W. P. Fuller Company, San Francisco, and lately affiliated with the Robinson Company, has established a mail advertising service.

J. H. Cross Co. Gets Vitamin Account

The J. H. Cross Co., advertising agency, of Philadelphia, has secured the account of the Vitamin Corporation of New York City.



Why Old Mr. Toad's Tongue Is Hind-Side-Before

by Thornton W. Burgess
in the August Number is
the hundredth of the famous
Green Meadow Club Stories which the JOURNAL
has been running for the
past eight years and more.

These stories are wonderful
examples of direct educa-
tion by indirect means.

Mr. Burgess is America's
most popular writer of
animal stories for children
(and grown-ups). He com-
bines the accuracy of a
naturalist with the charm
of the finished writer.

The People's Home Journal
NEW YORK

For 36 Years the Magazine for Every Member of the Family



A typical window-trim for Yuban Coffee. Every element shown here was manufactured by the Robert Gair Company

The growing importance of "Unit Service"

How bigger sales and greater savings are assured by centralized control

CARTONS from one firm—containers from another—display material from a third—that was the way the essentials of package merchandising were ordered just a few years ago. The waste of money, of executive time and thought, was enormous.

There was no effort to unify these various elements—no thought of the savings which are always possible when all are planned together. Glaring differences in design and color scheme were accepted indifferently; packing methods were wasteful and costly; losses and damage claims were accepted as "part of the game."

To-day the attitude of package merchandisers is rapidly changing. They realize that economical packing and safe transportation depend largely on the size and shape of their shipping cases. This in turn depends on the size and shape of the individual carton. Standardization of these vital units, like standardization of display material, is possible only where one group of experts can treat the problem as a whole.

Expert service on every phase of package merchandising

The store windows shown here illustrate two typical instances where big manufacturers have not only secured important savings, but actually increased sales through cooperation with the Robert Gair Company.

We manufactured every element—the folding boxes, the labels, the shipping cases, the display material. Each was carefully planned in relation to the rest. The strength and safety of the Gair cases have materially reduced shipping losses. The scientific construction of the package has guaranteed adequate protection for its contents. And the increased publicity gained from vivid reproduction of a standard design on every element has been a tremendously effective stimulus to sales.

With six great plants located at strategic points to serve manufacturers in widely separated territories, the Gair system is the largest of its kind in the world.

An organization of shipping experts, backed by over half a century of experience, we offer expert assistance and advice on every phase of package merchandising—Folding boxes, Labels, Shipping cases, Display advertising. A letter or a telephone call will bring our representative at any time.

Have you received your copy of "Scientific Selection of Package Designs"? A postal will bring it to you.

ROBERT GAIR COMPANY

350 Madison Ave., New York

Folding boxes Labels Shipping cases
Display advertising

Carton, container, window display—every element in the famous Dromedary series is the work of Gair experts



The Right to Control Prices

NEW YORK.

NEW YORK, June 27, 1921.

Editor of PRINTERS' INK:

We are naturally interested in the subject of manufacturer's rights in the control of prices.

At one time we understood that the "Open Price Association" had been legally upheld. It appears, however, that the Federal Trade Commission is actively proceeding against such associations.

Can you give us any information other than that which has appeared in the newspapers?

SMITH, STURGIS & MOORE, INC.

FRANK G. SMITH, *President*.

EARLY last spring the Federal Trade Commission made a report to President Harding on the general subject of price deflation, to which the President referred in his address to Congress on April 12. "I have asked the Federal Trade Commission," he said, "for a report of its observations, and its attributes, in the main, the failure to adjust consumers' costs to basic production costs to the exchange of information by 'open price associations' which operate, evidently, within the law, to the very great advantage of their members and equal disadvantage to the consuming public." This is probably what Mr. Smith has in mind. We do not know that there is any special activity of the Commission against such associations at the present time, though it is conducting an investigation and it is announced that the Attorney General will act promptly upon evidence of violation of the anti-trust laws.

But whatever may transpire in the future as regards "open price associations," it is our opinion that attempts to control prices, whether by that specific method or by any other, are mighty good things to let alone at this particular juncture. The intolerable conditions in the building trades, disclosed by the Lockwood Committee in New York, are examples of "open price" activities which cast suspicion on the innocent and the guilty alike. So far as we are able to discover, official Washing-

ton has absolutely no disposition to look with favor upon the exchange of information covering prices, and recent court decisions, as we have pointed out before, are anything but reassuring. Manufacturers who have been in conference with Secretary Hoover, of the Department of Commerce, tell us that while they are encouraged to exchange information regarding volume of production and sales, stocks on hand, etc., there is a decided coolness on the question of exchanging prices and quotations.

In this connection it is to be remembered that, no matter what clever arguments may be based upon the letter of the law, neither administrative officers nor judges nor juries are immune to the influence of public opinion. And the public temper just now with regard to prices hardly needs extended exposition. Whatever the manufacturer's abstract "rights" may be in the matter of controlling prices, he will do well, in our opinion, to exercise considerable caution in their practical application.—[Ed. PRINTERS' INK.]

Piggly Wiggly to Invade East in Force

The Piggly Wiggly Corporation of Memphis, Tenn., which controls a system of self-serve grocery stores located principally in the South and West, is to invade the East, where hitherto its stores have been relatively few, except in western New York State.

An Eastern company has been incorporated with a capital of \$15,000,000 and will open stores in Brooklyn and New Jersey north of Trenton. The company is headed by A. N. Kimmey, formerly with the American Stores Company of Philadelphia.

The Piggly Wiggly Corporation is now operating more than 575 stores in 180 cities. It is expected that the new chain will bring the total up to 1,000 or more.

Dwight G. Phelps Directs Colt's North American Sales

Dwight G. Phelps has been appointed sales manager for North America of Colt's Patent Fire Arms Company, Hartford, Conn. Mr. Phelps was made a vice-president of the company during the early part of this year. He has been engaged in sales work for the Colt organization for the last sixteen years.

1921

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The Business Thumbprints
of a Nation.



The trade-mark is the business thumbprint of the nation. It identifies merchandise to even the child—or the grownup from overseas made a child by ignorance of our language. It is a prime element in establishing repeat sales for worthy wares. So its selection and protection must be equally prime in importance.

On file in our trade-mark bureau are 730,000 trade-marks registered and otherwise, for comparative use in our work of designing new trade-marks. By consulting these files, we quickly establish the right of any device to protection or the contrary. This facility saves time, money, effort and often costly litigation.



The above is without charge of any kind. In this activity we search title of new trade-marks and old ones. We have so investigated ten thousand such titles. Trade-names and trade-marks have been furnished in thousands of cases. If you have in mind a new business-thumbprint or a product to name, this is the place to come.

And here you can get quality labels, folding boxes and cartons for trade-marked goods—brilliant and blossomy with color and printed with infinite care. For use in your advertising, we artifice forceful window-trims, color-cut-outs, store-cards and posters from conception to completion. They are effective—and properly priced.



We picture goods in color-inserts for fine catalogs, in a way that carries the accuracy that gets orders, and we make inviting covers for catalogs and magazines. We reproduce fabrics of all colors that really are hardly distinguishable from the originals—saving much by replacing the use of actual cuttings.

Calendars for advertising are an important product here. They are made with close attention, skill, and ingenious process. Their subjects are frequently the work of artists of renown; and the reproductions are in perfect agreement with the originals. Orders for all color-printing of any nature are invited in large or small runs.

If you are interested in fine printing craftsmanship, write us on your business stationery for the most realistic specimen you have ever seen.

The United States Printing
and Lithograph Company
Cincinnati, Baltimore, Brooklyn

Kellogg's Novel Action to Make Court Decree Effective

Corn Flake Company Secures Sweeping Order Establishing Right to Package

By Roy W. Johnson

AS many manufacturers have discovered, the securing of a legal injunction and damages against an infringer of trademark rights, or an imitator of the style and dress of packages, does not always prove an adequate remedy. It is true that it may remove the infringing objects from the market and require the infringer to pay over all the profits which he may have gained from his venture. But the confusion which has been brought about in the public mind still remains. No injunction can affect that. And if the infringement is one of long standing, as sometimes happens, that confusion may be very serious indeed. There have been cases in which the trade itself has been misled, and upon being asked for the genuine article dealers have replied that it is "off the market"—and upon occasion have added that its manufacture has been suppressed by the courts.

It frequently happens, moreover, that the courts cannot order the infringing articles removed from the market entirely, but can only require the removal of certain insignia from packages, or the addition of certain words intended to distinguish between two different manufacturers. Thus, in many of the family name cases, infringers have been allowed to continue with the addition of the words "not the original Knabe Piano," or some similar phrase, and in other cases packages which did not in themselves infringe were allowed to remain upon the market after the removal of some trade-mark or trade name which did infringe.

Now in the latter case it is questionable if one consumer in twenty would notice the change in the package or would pay any attention to it if he did. To all in-

tents and purposes it is the same familiar package he has been buying right along. Legally and technically the package in itself may not resemble the genuine so closely as to be declared an infringement, but practically it goes right along infringing after the injunction of the court is fully complied with. The customer has believed from the start that he was buying A's goods. He still gets the same familiar package, with a change which, to him, is quite trivial, if he notices it at all. So he goes on buying B's goods in the belief that they are A's—and A is defrauded of his good-will to practically the same extent as before the injunction was obtained.

THE LITIGATION SUMMARIZED

Exactly that situation has recently arisen in connection with Kellogg's Bran (one of the chief bones of contention in the famous litigation between the Brothers Kellogg of Battle Creek), and the action which ensued in the local court may indicate a form of procedure which can be resorted to in other cases.

Readers of **PRINTERS' INK** may remember some of the high-lights of the famous Kellogg controversy, which has been before the Michigan Courts in one form or another since 1908. It is doubtful if even the lawyers involved in the case can remember all the details. The Michigan Supreme Court, in its final decision, rendered last December, said that it would be idle to attempt to give even an abstract of the pleadings and evidence within reasonable limits. The present writer may therefore be excused from attempting to give a complete résumé of the case from the beginning.

It is sufficient to say, perhaps,

that Will K. Kellogg, now president of the Kellogg Toasted Corn Flake Company, and his brother, Dr. John H. Kellogg, of the Battle Creek Sanitarium, were originally engaged in business together and later separated under an agreement covering their respective rights to the use of the family name as a trade-mark. The name became immensely valuable, largely through the advertising of the Corn Flake Company, and there were mutual accusations of violation of the agreement. The case got into court along in 1908, and passed through numerous phases until 1917, when the Circuit Court decreed that the name "Kellogg" as a trade-mark was the exclusive property of the Corn Flake Company, and enjoined the Doctor from use of it as such. That injunction was stayed, pending an appeal to the Supreme Court of Michigan, which finally upheld the injunction on December 21, 1920. There you have a period of twelve years, during which time, according to the decision of the court, the good Doctor was infringing certain rights which belonged to his brother. Among other things, a certain package of "Kellogg's Bran" (put up by the Doctor's company, the Kellogg Food Company) had obtained wide distribution and sale; and, according to the court, this was largely due to the fact that the public believed it to be the product of the Corn Flake Company.

In compliance with the injunction, the Kellogg Food Company removed the name "Kellogg's" from the package and added the word "Sanitarium," so that in place of the phrase "Kellogg's Bran (Cooked)" the legend ran "Sanitarium Cooked Bran." But the package was essentially the same distinctive package in which the consuming public had been accustomed to buy "Kellogg's Bran" for years. Nothing had been specified in the injunction about the package.

Thereupon some very interesting things happened. During the first month or two after the in-

junction went into effect the Corn Flake Company noticed a marked increase in the orders it received for Kellogg's Bran. This looked promising. But after the first of March the increase vanished and the sales went back approximately to where they were before the injunction had taken effect. Investigators were sent to retail stores with instructions to say simply "I want a package of Kellogg's Bran" and to accept what was offered them. In scores of cases they were handed a package of Sanitarium Cooked Bran. The mystery was solved. While the package was being changed the Food Company's Bran was temporarily off the market, but when the change had been made it came back as strong as ever. It is quite probable that the great majority of the retailers never noticed that any change had been made.

PEACE WITHOUT VICTORY

Apparently the package itself was enough to sell the goods, whether the name "Kellogg" appeared upon it or not. And the courts had declared that the good-will which those sales represented belonged to the Corn Flake Company, and not to the Kellogg Food Company. But how was the Corn Flake Company to get it? The courts might be appealed to with a request that the package be removed from the market. But that in itself would not help matters extensively, because the good-will would promptly vanish along with the package. Furthermore, such an action might damage the Corn Flake Company, for the confusion between the two concerns was so great that the trade would actually believe that it was the Corn Flake Company's brand which had been suppressed. "We can't get Kellogg's Bran any more," the retailer would say. "They aren't allowed to sell it. I can give you Hecker's though." All of which would be a very fine recommendation for the Corn Flake Company!

In a word, unless the Corn Flake Company could get possession of the good-will represented by the Food Company's package,

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\$809,000 for Fountain "Fizz"

For the past two weeks Detroiters have been spending over \$809,000 DAILY for fountain drinks. Those thousands of five, ten and twenty cent sales indicate clearly the possibilities that exist here for the soft drink manufacturer, or the manufacturer of soda fountains and fountain specialties.

You can reach this great market with your product almost immediately through the Detroit Free Press. Couple up the mass-responsiveness of this newspaper with the individual work that can be done for you by the Merchandising Department in securing dealer interest and the success of an advertising campaign is assured.

NOW is the time to capitalize on a great opportunity. Those who come first will have the entire field at their disposal. Tell us what you want to do and we will see that it is done.

The Detroit Free Press

"Advertised By Its Achievements"

VERREE & CONKLIN, Inc.

Foreign Representatives

New York

Chicago

Detroit

Portland, Ore.

the solemn pronouncement in its favor by the Supreme Court of Michigan was of no practical value whatever, so far as the sales of flaked bran were concerned. Twelve years of contest had resulted in a sweeping victory—and the vanquished was going ahead just about as strong as ever!

So far as I can find out, the Corn Flake Company's action is unprecedented. It put out a package of its own, similar in appearance to the Food Company's package (an imitation of an infringement, as it were), and brought an action in the Circuit Court at Battle Creek against the Food Company for contempt of the injunction. The facts were fully stated to the court, together with affidavits from the investigators, and it was argued that if the court permitted the Food Company to continue the use of its familiar package, it would simply indicate a safe method by which infringement could be accomplished. Any infringer, it was argued, could take a well-known trade-mark, apply it to a distinctive package, and establish the package in the public mind during the time that would elapse before an injunction could be made effective. Having established the package, he could dispense with the trade-mark and continue to infringe in spite of the injunction.

The force of that argument with the court may be judged from the order in which the contempt proceedings resulted. The Kellogg Food Company was ordered (1) to change its corporate name within 30 days by eliminating the word "Kellogg" entirely; (2) to change the color of its package so as not to be confused with the present package; (3) that all orders received for Kellogg's Bran be turned over to the Corn Flake Company; and (4) "that neither the Kellogg Food Company nor any of its associated companies nor their representatives are by any communication, either oral, written, by wire or otherwise, to represent or state to the trade that Kellogg's Bran is off the market or in any way to interfere with the ordinary course

of trade in that product, this provision being made with the understanding that it shall not in any way prevent the Kellogg Food Company from soliciting trade in or putting on the market its Sanitarium Cooked Bran."

Thus, in effect, the court rules that the good-will represented by the package belongs to the Corn Flake Company, and that it is justified in taking possession of it by the only method which appears practicable—that of imitating the appearance of the package. The Food Company, on the other hand, is prevented from interfering in any way with the sale of the new package of Kellogg's Bran, but is secured in its right to put its own brand on the market squarely upon its merits, and in a package of a different and distinctive color.

As an ingenious and probably effective method of removing the confusion which exists in the public mind, the experiment is interesting. As to whether or not it constitutes an example which other concerns may safely follow is another matter. But it does at least meet a situation which is not uncommon in the experience of business men who have obtained injunctions which are effective as against an infringer, but have little or no effect upon the point of view of the consuming public or the trade.

Appointment by St. Louis Trade Paper

A. B. Moses, formerly Southwestern manager for the Lyon Mercantile Co. and connected with business papers for a number of years, is now advertising manager for the *St. Louis Furniture News*, St. Louis, Mo.

Canadian Manufacturer Ap- points Baker Agency

The Gold Medal Furniture Mfg. Co., Ltd., Uxbridge, Ont., has appointed the Baker Advertising Agency, Toronto, to handle its advertising, which will appear in a list of daily newspapers.

Has Brookmire Service Account

P. S. McCormick and L. J. Stahl Associated, New York, are now handling the advertising account of the Brookmire Economic Service, Inc., New York.

"the best organized sales system in the country"

Says S. Q. Grady, General Sales and Advertising Manager, California Associated Raisin Company, in a letter to Newspaperdom:

"Some of the Hearst papers are making extensive efforts to be of real assistance to their patrons. Of these, the Chicago Herald and Examiner and the New York Journal stand out in a place all by themselves. The former, I think, has possibly the best organized advertising sales system in the country, and is a tremendous influence for proper merchandising of an advertiser's campaign.

"Our newspaper list gave us practically all degrees of co-operation, from the Herald and Examiner type down to the paper sitting comfortably on top of the world with the mental attitude, 'We are selling black and white space only, and you got to come to us if you want this market.'

"My opinion is that a newspaper which can and does thoroughly sell its patron's advertising campaign, so as to induce the retailer to stock the line, has a service of great assistance. It has something to sell."

Let us send you a printed Exposition of the Herald and Examiner's Merchandising Plan—whereby adequate distribution is secured before a line of advertising is published.

HERALD EXAMINER

[better
paper
∞∞∞
better
printing



WAR
STANDARD

TALENT *and* TEMPERAMENT *among printers*

DO not stint your printer on little things. Good printers have something besides equipment to work with.

They have talent.

At least the ability to do beautiful printing amounts practically to a talent. It is more than mechanical skill. When you buy printing from a first-class printer, you engage more than his type and presses.

Do not, then, expect him to get the best results from any inks but the best inks. Do not expect him to work wonders, such as making two colors give the effect of four-color process.

Remember, too, that there may be days when, due to excessive humidity, his presses will not work

right, nor paper deliver from the tapes, nor inks dry as they should.

Work driven along under such conditions is seldom good work. The results usually represent wasted money. The one responsible has merely caused the printer to do something unworthy of his talent.



S. D. WARREN COMPANY, BOSTON, MASS.

REN'S

PRINTING PAPERS

TURQUOISE

A NEW AND PLEASING COLOR
OF BUCKEYE COVERS



Rich enough in color to be readily distinguishable, yet not so strong as to be obtrusive is this newest shade of Buckeye Cover. Turquoise, like the twelve other colors of Buckeye, is manufactured in Antique and Ripple Finishes.

We are glad to send you, on request, a liberal sample of Turquoise Buckeye Cover; or a sample book which shows all the other colors.

HENRY LINDENMEYR & SONS

32-34-36 Bleecker Street, New York, N. Y.
Newark, N. J. New York, N. Y. Hartford, Conn.

Centralized or Dealer-Controlled Foreign Advertising?

Advertising That Is Controlled by Manufacturers Is Generally Well Planned and Well Considered—Dealer Advertising Is Generally Perfunctory and Haphazard

By Paul D. Davis

Of the Packard Motor Export Corporation

GLOBE trotters tell us that the inhabitants of this Land of the Free are viewed abroad as the cockiest, most self-assured individuals extant. Since this sentiment is just about unanimous, it is not entirely inconceivable that there may be some justification for it, and certainly I should dislike to add even a touch of color to the impression that all Americans are fired with a passion of self-esteem. It may be advisable, therefore, in commencing this discussion concerning America's foreign trade, to mention that I am not wholly unsympathetic with the European idea that we sometimes perform in the export game like amateurs. Perhaps I may then be pardoned for expressing my conviction that there is one phase of the export business, advertising, in which we are ahead of our estimable and worthy competitors. I make bold to tell of American advertising methods as they apply abroad, not I trust, without due humility toward those exporting nations whose vaunted sophistication inspires me with awesome respect!

As a matter of fact, commingled with their superior attitude toward America, the nations of Europe hold a not unfavorable opinion of our qualifications as advertisers. I think I may even say that in this respect they admit us to be supreme. Nevertheless, it is still difficult for American exporters to convince some of their distributors in certain parts of the world that the advertising job for their respective countries can be best planned from this side. Furthermore, American exporters have for long listened to the disparaging expressions from overseas concerning our export activities that they have lost considerable

self-confidence and are often quite willing to accept a dealer's proposal that he control his own advertising, as well as to grant him many other ill-advised concessions.

Dealers' arguments in this connection are strengthened by the notorious failures of a few American companies in export advertising. One of the latest I have heard about concerns a manufacturer of men's lightweight "duck" summer clothing who, in New Zealand, advertised his goods during the winter months in a territory where he didn't even have a distributor. Maybe there is an explanation for that sort of thing, but it seems merely another indication of the tendency of some of our manufacturers when going into the export field to turn over the work to the office boy or to some member of the family who happens to need a job. Despite such glaring mistakes, I believe in most instances a campaign conceived in this country according to American standards, when based upon the sales' factors of the market under consideration, will be far more resultful than the perfunctory, haphazard copy that typifies dealer advertising. A manufacturer who does not know enough about any given market to adapt his advertising to it should not try to do business there until he does.

DEALERS UNACQUAINTED WITH ADVERTISING METHODS

Of course, foreign advertising executed from America may not always be supremely successful. On the other hand, how much greater are the chances of failure if advertising responsibility is placed in the hands of foreign

dealers who, for the most part, are wholly unversed in even the fundamentals of advertising? To permit the individual distributor to work out his own advertising programme will eventually prove disastrous. In domestic advertising every precaution is employed to see that company policies are maintained. Obviously if these policies are to be perpetuated abroad no system of decentralized control can be contemplated. The combined efforts of an organization are utilized in conceiving a domestic advertising programme, and similar thought should be given to the formulation of export campaigns which are consistent with "home office" ideals.

In some countries there are no advertising agencies, and in such instances the local dealer who controls his advertising places it direct with publishers. The copy is generally hurriedly done by persons having no conception of the scope of advertising. Furthermore, the big point a dealer overlooks when he asks to handle the advertising because the exporter "does not understand local conditions" is that it is easier for the manufacturer to grasp the fundamentals of foreign advertising than for the dealer to master the underlying operating and sales principles of the manufacturer's organization.

On the other hand, the importance of the dealers in planning an advertising campaign should not be minimized. They may be men of keen business sagacity, thoroughly competent to give advice concerning conditions in their respective territories, and an advertising analysis will be incomplete if it fails to take full advantage of dealer familiarity with local conditions.

PROPER ADVERTISING FUNCTION OF DEALER

Although the policy of permitting dealers to control "national" campaigns is condemned, it is recognized that their support in the form of local supplementary advertising is essential. Obviously,

they alone can handle "emergency" advertising.

The correlation of this local advertising with the national schedules conceived and executed from here should result in efficient, forceful campaigns based upon "home office" policies. The prestige of the firm name will thus be protected, and the advertising "sense" that has played an important part in building a concern's success in America will assert itself in establishing its name in world markets.

The selection of the best newspapers and magazines is not very difficult, since the number of high class mediums abroad is limited. Three-fourths of the publications of the world are printed in the United States. In practically every city in foreign countries there are a few outstanding publications which all reputable advertisers will naturally utilize. However, there is always the likelihood that dealers will have biased preferences, and final selection of mediums should be retained by the manufacturer's export advertising department.

During the last two years real advancement has been evidenced in the standardization of rates of foreign publications. Complete data regarding rates, character of publications, editorial policy, class of readers, etc., are now available at several of our export advertising agencies, which are therefore in position to recommend and intelligently advise on the subject of media.

PSYCHOLOGY IN EXPORT ADVERTISING

We all know that advertising is inseparably associated with psychology, but it is my firm conviction that local psychology as it applies to advertising is over-emphasized. The principles of pictorial appeal, layout and the subtleties of advertising science can be effectively employed anywhere. They have nothing to do with race or creed. They are fundamental. Their use can be international as well as national. Generally speaking, the basic arguments that sell a product in

this country will sell it abroad. Naturally, advertising activities must be correlated with the work of sales departments in meeting the merchandising factors peculiar to each country, and certainly due attention must be given to climate, geography and business practices. But what have these considerations to do with racial psychology?

In this connection it may be of some interest to note the remarks of an authority in a recent article headed, "Taking the Mystery Out of Foreign Advertising": "It is always the lightning traveler who has made a hurried tour of the universe who returns profoundly impressed with the vast psychological distinctions among the people of the earth. Yet 'Mutt and Jeff' now disport themselves daily in the columns of certain English newspapers, to the amusement and delight of the British public, and Charlie Chaplin's walk is imitated by small boys the world over."

The fact that the peoples of all nations are inherently more or less alike is particularly evidenced in the international appeal of good literature. Surely the classics are equally intelligible in all countries of the world. A good painting is valued wherever it is seen, and the influence of musical composition knows neither race nor historical era. Similarly a strong piece of advertising copy will be just as effective abroad as it is here, provided it meets the local sales problems, and is written in the phraseology of the locality in which it is used.

It is an advertising axiom that there are always several ways of accomplishing an advertising job. It is easy for one advertising man to pick to pieces the copy of another, and even the amateur or layman is rarely reluctant to express his advertising judgment. Almost every business man has the idea that he is more or less an authority on all topics connected with advertising. He may admit his total ignorance on most any other subject, but on questions of professional advertising opinion,

he considers his views indisputable. It is this spirit which has generally characterized foreign dealers' criticisms of American campaigns.

The dealer abroad who wants to handle his own advertising is not unlike the dealer here. Often in America we are harassed by a distributor who says the national copy is not suitable to his territory, but the chances are it is as good for distributor Jones of Georgia as it is for James of Washington. The same logic is true in foreign advertising. Men the world over are, in their final conclusions actuated by the same motives and innate desires for the good things of life. And there is no more effective means of arousing those desires than the intelligent application of American advertising principles.

Canadian Clay Products Campaign

Ten Ontario manufacturers of clay products have formed an association, of which M. M. Dillon, Port Dover, is secretary. The association members use the trade-mark name, "Guaranteed Clay-Craft" on products. A current advertising campaign is aimed to educate farmers and builders to the merits of clay products, and in particular the high standards and tests which "clay-craft"—land tile, wall tile, and brick—are made to meet.

The subscribing companies are Tilbury Brick & Tile Co., Ltd., Tilbury; London Clay Products, Ltd., London; Armstrong Bros., Fletcher; Erie Clay Products, Ltd., Port Dover; William Hallatt, Merlin; Alfred Wehlann, Cairo; Hallett & Son, Comber; Aaron Hill, Essex; and H. C. Baird, Son & Co., Ltd., Parkhill.

Pacific Coast Ice Companies in Year Round Campaign

An advertising campaign to sell the idea of ice and the use of ice twelve months in the year has been started by the Union Ice Company of California, operating ice plants in all of the principal cities of California. The campaign in the newspapers sells the housewife on the health idea of ice, the economy of ice and a few good recipes for dainty frozen desserts for summertime menus thrown in.

The campaign is being handled by the San Francisco office of the Lockwood-Shackelford Company in co-operation with the ice campaigns for several southern California ice companies that are placing their accounts through the Los Angeles office of this agency.

W. H. Bagley Sells Texas Newspapers

James H. Allison, for several years vice-president and general manager of the Fort Worth, Tex., *Record*, has become president and publisher of that newspaper, having acquired the interest of W. H. Bagley. For ten years Mr. Allison was general manager of the Nashville *Tennessean*. In 1919-20 he was president of the Southern Newspaper Publishers Association.

Associated with Mr. Allison in the ownership and direction of the *Record* is Leonard Withington, who will be vice-president and editorial executive. W. W. Pigue, for many years on the advertising staff of the Nashville *Tennessean* and more recently advertising manager of the Wichita Falls, Tex., *Record-News and Daily Times*, has been appointed advertising manager of the Fort Worth *Record*.

Mr. Bagley has also sold the Wichita Falls *Record-News*, the purchasers being Hugh Nugent Fitzgerald, Charles G. Manuel, Norris Ewing and Paul Backus. He has sold the Ranger, Tex., *Times* to R. B. Waggoman, Walter Murray and Mrs. Bessie E. May.

Agency Appointments on the Pacific Coast

The Western States Life Insurance Company has appointed Emil Brisacher & Staff, San Francisco, to have charge of its advertising, which will appear in newspapers throughout the Western States.

Other accounts recently obtained by the Brisacher agency are those of the Bond Department of the Bank of Italy, to use newspapers throughout California, and the Young & Swain Baking Company.

Senator Capper on Joint Agricultural Commission

Senator Arthur Capper, publisher of The Capper Publications, has been appointed a member of the Joint Agricultural Commission. This committee, composed of five members from the House of Representatives and five from the United States Senate, will attempt to gather sufficient data in ninety days to enable Congress to remedy the present existing evils affecting the agricultural industry of the country.

Our Foreign Trade Record in June

The total exports from the United States during June, as announced by the Department of Commerce, amounted to \$340,000,000, an increase of \$10,264,000 over the previous month and a decrease of \$289,377,000 from June, 1920.

Imports amounted to \$198,000,000, against \$204,911,000 in May and \$552,605,000 in June, 1920. Excess of exports over imports for June was \$142,000,000.

New Officers of Geo. W. Ford Agency

At the annual meeting of the Geo. W. Ford Company, Atlanta advertising agency, A. Manville Waples, chief of the copy and plan department, was appointed vice-president and treasurer, and J. L. Morrison, of the service staff, was elected secretary. Other officers of the company are: Geo. W. Ford, president, T. E. Falvey, first vice-president, and T. G. Williams, vice-president.

New accounts of this agency are: Enterprise Manufacturing Co., maker of Clara Jane dresses; The Atco Company, paper products; Coggins Marble Company, Elberton Granite and Marble Memorials; Butters Lock Company, manufacturer of the Butters patented tire lock; and Consolidated Milling Company.

Coffee Trade Getting Ready for Fall Campaign

As a preliminary to its national newspaper campaign which begins in the fall, the Joint Coffee Trade Publicity Committee is conducting a contest for retail coffee dealers. Dealers are asked to describe coffee sales promotion plans which they have found most successful. From the plans submitted seven are to be taken and brought to the attention of all dealers throughout the country before the newspaper advertising starts. The newspaper campaign will be placed in 150 publications.

Real Estate Dealers Urged to Have Advertising Bureau

The creation of a national advertising and publicity bureau was urged upon members of the National Association of Real Estate Boards by their president, F. E. Taylor, at an annual convention of the association at Chicago last week.

Such a bureau, Mr. Taylor declared, would familiarize the public with the name "realtor"—the name used by members of the association—and it would bring an array of truths to prove that real estate is the basic investment and most profitable avenue for the employment of investment funds.

J. W. Sanger Gets Melbourne Post

J. W. Sanger, trade commissioner of the Department of Commerce, has been appointed resident trade commissioner at Melbourne, Australia. He expects to reach his new post late in September. Mr. Sanger, for over two years, has been engaged in making a number of surveys in foreign lands, with special reference to the opportunity for advertising by American exporters.

E. M. Kaylor has been appointed sales manager of the lithographed can branch of the Metal Package Corporation, New York.



Quality

in

HALF-TONE PRINTING

Deep shadows, bright highlights and soft middle-tones depend upon engraving, ink, presswork—and paper.

WHITE MOUNTAIN ENAMEL

is a pure-white, high-finished paper that brings out beauty and detail in fine half-tones, and makes superior ink and skillful presswork show to the utmost advantage.



THE WHITAKER PAPER COMPANY

Home Office: CINCINNATI, OHIO

DIVISIONAL HOUSES—Atlanta, Boston, Baltimore, Chicago, Detroit, Denver, Dayton, Indianapolis, New York, Pittsburgh, St. Paul.

BRANCH HOUSES—Columbus, Richmond.

SALES OFFICES—Akron, Buffalo, Charleston, W. Va., Chattanooga, Tenn., Cleveland, Colorado Springs, Grand Rapids, Mich., Kalamazoo Mich., Kansas City, Knoxville, Lexington, Louisville, New Haven, Philadelphia, Portland, Me., Providence, Salt Lake City, Springfield, Mass., Syracuse, N. Y., St. Louis, Milwaukee, New Orleans, Washington, D. C., Phoenix, Ariz., Minneapolis, Minn., Worcester, Mass., Toledo, Ohio, Birmingham, Ala.

A Few of the Things That Copy Can Do

A CLIENT of ours had among his products one which had always been a failure. Although many experiments had been made, no advertising had been found which succeeded in making it move.

Last year we were fortunate enough to discover a new copy angle. So emphatic were the immediate results that today this product is not only his biggest and most profitable item, but many times over the biggest seller in its field.

A short time ago another concern put out a new product which sells through the drug trade. To test the market two states were chosen for the tryout. No salesmen were used. The jobbers were consigned small quantities—then the advertising started.

Just ninety days later the territory showed a profit! Not only had the copy secured distribution but had actually sold enough goods to make a showing on the right side of the ledger.

This is, of course, an unusual incident, but we quote it to show what copy alone can do.

This Agency, while just as strong on merchandising as any organization, puts

an extra emphasis on the power of copy, which after all, it seems to us, is the real key to selling goods.

There is one way in which an advertiser's story can be told so that it produces the largest number of sales per dollar spent—just as there is one personal sales presentation that is more effective than any other.

Experienced sales managers know that the difference in sales between various standard presentations vary as much as ten to one. And so it is with copy—one appeal will often sell ten times as much goods as another. Why, then, should advertisers be content with less than the strongest copy and appeal possible to produce?

It is upon our ability to find the one way to tell an advertiser's story that will sell the most goods that we have built our business. This we do through tested appeals.

May we tell you more?

Ruthrauff & Ryan *inc.* Advertising
New York: 404 Fourth Ave. at 28th St.
Chicago: 225 North Michigan Ave.



REG. U.S. PAT. OFFICE

A Secret That We'll Keep

The secret of a good mat lies in the composition of the blank matrix. In

O'FLAHERTY'S PEERLESS MATS

that secret enables you to get mats that won't blister, that are practically indestructible and that reproduce with a finish unequalled by ordinary mats.

Made by O'FLAHERTY
225 West 39th St. New York

Labor's Opposition to Time-Saving Devices

How Advertising May Help to Overcome It

THE GUYEN SERVICE
CHICAGO, ILL., July 12, 1921.

Editor of PRINTERS' INK:

We are at present up against the problem of preparing an educational campaign to overcome Union Labor's objection to an efficient labor-saving device.

This device will take the place of five laborers and do the job better, yet it will create more need for the laborer's services.

Can you tell us where we can find a record of similar products that have met with union opposition and have been put over with educational advertising?

We will greatly appreciate any information you may give us.

THE GUYEN SERVICE,
OSCAR L. COHEN.

EVER since the start of the factory system, labor has at first objected to the introduction of new machinery. A careful study of the labor movements of the world would indicate, however, that this opposition has been dwindling and growing less year by year, until at the present time it is extremely doubtful whether there really is any widespread opposition on the part of the leaders of union labor to an efficient labor-saving device of any kind.

Samuel Gompers has gone on record time and time again to the effect that labor-saving machinery benefits labor, since the improved machinery produces more goods, there are thus more goods to be shared, and the standard of living of the average laboring man tends to increase. Moreover, when machinery is invented which takes the place of the unskilled laborer, this man and his fellows are released for more skilled labor at higher wages.

In PRINTERS' INK for January 22, 1920, the story, "The Period of Suspicion in Introducing Labor-Saving Devices," contained some helpful suggestions along the lines of Mr. Cohen's letter.

The Lamson Conveyor Company, in its campaign a year or more ago when labor was not so

plentiful as it is now, ran copy which brought home to labor the facts about labor-saving machinery. It is extremely doubtful whether the Lamson company, and manufacturers of other machines which definitely take the place of unskilled labor, would ever install their products in a plant until any opposition on the part of labor had been overcome. A sullen, hostile and dissatisfied working force can always destroy the efficiency of almost any sort of machinery.

A product which, far from meeting union opposition, actually was demanded by name by the union is the Taylor Automatic Stoker which the railroad brotherhoods asked for. This was undoubtedly due to the fact that they realized when a machine had been invented which could do unskilled labor, it would be foolish to insist upon performing it by hand.

In the case of "a device which will take the place of five laborers," if there is union labor opposition it is probably local and merely offers a definite local problem in sales resistance. This resistance and objection is based upon a lack of knowledge and official information. The problem of business today is not so much how to liquidate wages, but how to liquidate labor costs, which may often be done by increasing the use and efficiency of high-powered tools and by elimination of unnecessary waste. Labor has been sold on these facts in the past through advertising in employees' magazines, in labor papers and in bulletins and posters within the plant.

The record of products that have met with union opposition would, if followed back sufficiently far, be found to include practically every machine now in existence, because all of them at

some time or other have been up against opposition. General education has gradually eliminated such opposition until at the present time it is extremely doubtful whether it exists except in certain restricted localities where a frank presentation of the facts and quotations from authorized leaders of labor should overcome them.—
[Ed. PRINTERS' INK.]

Retailers Urged to Support Furniture Campaign

At the annual convention of the Retail Furniture Association of the United States, President John L. Young, of Cleveland, O., in the course of his annual address, commented freely upon what the Furniture Publicity Bureau has in view, and made the frank statement that if the retailers contribute in fifty per cent of the measure the manufacturers have been coming in with their share, the project will be successful.

Commenting further, he said:

"It is time that we turn on the light—teach first and last The American Home, bring it home to every man and woman, boy and girl, that the great fundamental necessary to his or her success is proper home environment; that this environment in the majority of cases will keep them right through life, from youth to old age; save them in times of peril and temptation, and rescue after crime and despair.

"We furniture men may be selfish starting such a campaign, but ours is the kind of selfishness that will rebound to the benefit of the entire country. It will enlist to its support the great institutions of learning, the pulpit and press, and even the common people will rally around its banner, not only those who want to own a home, but also those who would make every sacrifice to keep a home together, once they had caught the spirit of such a nationwide drive."

Charles B. Shanks with Anderson Motor Car Co.

Charles B. Shanks has been made vice-president in charge of the sales and advertising departments of the Anderson Motor Car Co., Rock Hill, S. C. For more than six years Mr. Shanks was manager of *Motor World*. He was for ten years sales and advertising manager of the Winton Motor Car Co., Cleveland.

Ralph Horton with "Kansas Citian"

The *Kansas Citian*, a weekly publication of the Chamber of Commerce, Kansas City, has appointed Ralph Horton, formerly with the Webb Press, as advertising manager.

Steel and Copper Plate Engravers Will Advertise

The National Association of Steel & Copper Plate Engravers, at its annual convention in Chicago, decided upon a co-operative advertising campaign for the benefit of all the members. Each member will be called upon to make a contribution for the general advertising fund. For the present direct-mail matter will be used exclusively. The association will prepare booklets, circulars, letters and similar material for the members to use in getting business. Later it is expected that a publication campaign will be carried on through newspaper and magazine space.

The association adopted a uniform cost system much after the style of that now used by the United Typothetae of America. Joseph A. Borden, formerly with the United Typothetae, explained the workings of that organization's system in the course of an address on "Organization and Cooperation."

Hugo Sauer, Jr., of Milwaukee, was re-elected president; Dave W. Webb, of Atlanta, vice-president; Alfred E. Vose, of Boston, treasurer. Albert E. Self resigned as secretary, but will continue in charge of the association's headquarters office in Chicago until his successor has been appointed. The headquarters of the association were recently moved from New York to Chicago, as was told in *PRINTERS' INK*.

Automotive Association Votes for Sales Promotion

The Automotive Equipment Association, at its summer convention at Mackinac Island, Mich., last week, voted to establish a fund of \$40,000 for promotion work for one year. It is intended to make sales promotion work a permanent part of the association's programme. A permanent committee and a permanent committee of merchandising experts will be in charge of this work.

The promotion work will seek to coordinate the efforts of manufacturers, jobbers; jobber salesmen and dealers in broadening the retail outlet for automotive equipment. An educational campaign will be carried out by the committee in charge. The members of this committee are:

Robert A. Stranahan, president of the association and president of the Champion Spark Plug Co., Toledo; Howard M. Dine, of Dine-De Wees Co., Canton, O., jobber; N. H. Oliver, of Metal Specialties Co., Chicago; W. W. Lowe, of Electric Appliance Co., Chicago, jobber; L. R. Safford, of McQuay-Norris Mfg. Co., St. Louis.

New Account for Richardson Agency

The Richardson Agency, of Evanston, Ill., has secured the account of The National School of Auto Painting, Allentown, Pa. Magazines will be used.

When QUALITY spells quantity—

The fact that our 600,000
readers are Priscillas*
makes our quality circu-
lation synonymous with
quantity in the eyes of the
thoughtful advertiser.

Modern Priscilla* B O S T O N

501 Fifth Ave.
NEW YORK

Peoples Gas Bldg.
CHICAGO

*PRISCILLA (*fem. noun*)
one who delights in her
home, good housekeeper.



Episcopal Church Urges Parishes to Advertise

The Protestant Episcopal Church has recommended the use of advertising for general church purposes as well as for evangelistic purposes. In order to give immediate effect to this recommendation it plans to add to the staff of its news bureau at New York an advertising man who will co-operate in preparing and suggesting copy for the use of the various dioceses and parishes of the church throughout the country.

In its announcement of this recommendation it says:

"Heretofore church advertising has been largely confined to notices of Sunday services and like matter, but with the one hundred years of achievement behind its Missionary Society, the church aims now at a broader effort than ever to lay its message before the world, and taking a page from the book of the big secular enterprises it is anticipated that advertising of a purely spiritual nature will be embarked upon on an upward scale by all the churches of the Episcopal Communion. If cigarettes, breakfast foods, life insurance and motor cars are susceptible of successful advertising campaigns, may not, the church feels, the greatest thing in the world—religion—be advertised?"

Kelly-Springfield Contest Proves Attractive

More than 120,000 persons entered the contest of the Kelly-Springfield Tire Company, advertised in March and April magazines, for the best monologue or dialogue that would represent the conversation of the characters in an illustration that was printed in the advertisement. Only four contestants failed to recognize the picture as a Kelly-Springfield advertisement. Entries came in from every State in the Union, Canada, Mexico, Cuba, South America, Hawaii, the Philippines, Japan, China, France, England and Alaska. A check for \$250 was sent to the winning contestant.

Southern Cotton Publication Changes Name

The *Mill News*, established at Charlotte, N. C., in 1899, has changed its name to *Cotton Mill News*. The publication has hitherto been sectional, but it now announces that with the change of name it will be national in scope in covering the cotton manufacturing industry.

Simms Brushes to Be Advertised

McConnell & Fergusson, Ltd., London, Ont., have secured the advertising account of T. S. Simms & Co., Ltd., St. John, N. B., manufacturers of Simms Brushes, and are preparing copy for a newspaper and magazine campaign to begin soon.

Advertises to Help Save Forests

The Ontario Forestry Branch of the Ontario Provincial Government has appointed the James Fisher Company, Ltd., Toronto, to prepare copy and make contracts for a new advertising campaign in behalf of Ontario's timber limits. The advertising has for its object the enlistment of the citizens of the Province in a collective effort to avert losses through forest fires. The point is emphasized that if Ontario's wealth is to be conserved, her forests must be saved. "Save Ontario's Forests—They Are Yours," is the slogan that runs throughout the series. Instructions call for the insertion of large advertisements weekly.

New Accounts of Agency in Salt Lake City

The Western Seed Growers' Marketing Company, Salt Lake City, has appointed the Stevens & Wallace Advertising Agency, Inc., of that city to handle a campaign addressed to seed growers of the West, to induce them to permit the Marketing Company to handle their crops. Daily newspapers, farm papers and direct advertising will be used, the advertising first appearing in the intermountain country.

The Stevens & Wallace agency has also been appointed to handle the advertising of the Rocky Mountain Electrical Cooperative League, Salt Lake City.

Canadian Distributors Appoint Agency

The Anglo-American Agencies, Ltd., Canadian distributors of "Everwave" and Garrity Silk Hair Wavers, have appointed the Advertising Service Company, Ltd., Toronto, to handle their advertising.

Electric Manufacturer Appoints Agency

The Thomas E. Basham Co., Louisville, Ky., has obtained the advertising account of the Louisville Electric Mfg. Co., manufacturer of portable electric tools, motors and generators. Copy is being placed in business papers.

Furniture Advertising in Canada

Gibbard furniture, made by the Gibbard Furniture Co., Ltd., Napanee, Ont., is to be advertised in daily papers of Canada. The James Fisher Company, Toronto advertising agency, has obtained this account.

Spirella Account with Street & Finney

The Spirella Co., Inc., Niagara Falls, N. Y., maker of Spirella Corsets, has placed its account with Street & Finney, Inc., New York.

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THE ERICKSON COMPANY

• *Advertising*

381 FOURTH AVENUE, NEW YORK

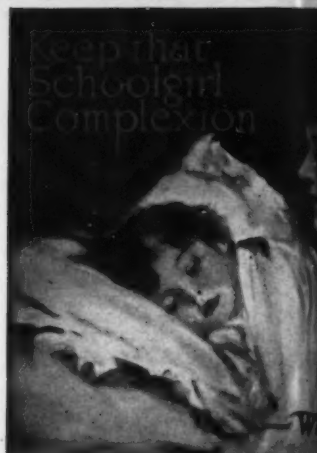
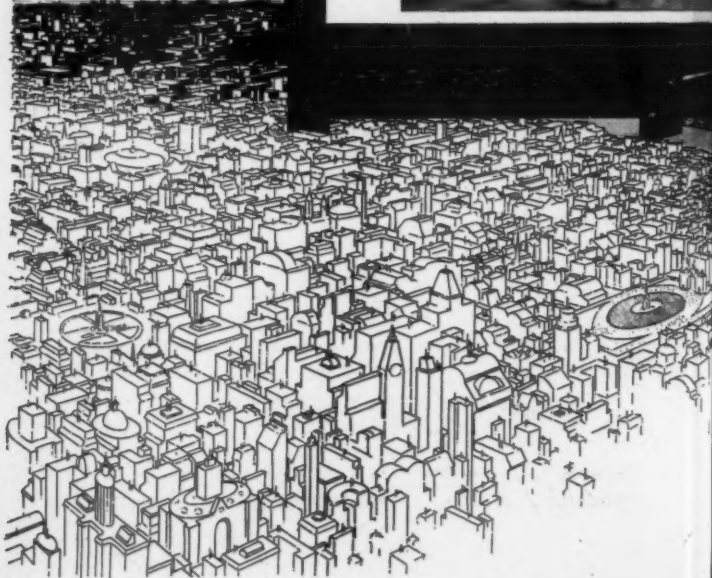


*If you want to know about our work, watch
the advertising of the following products:*

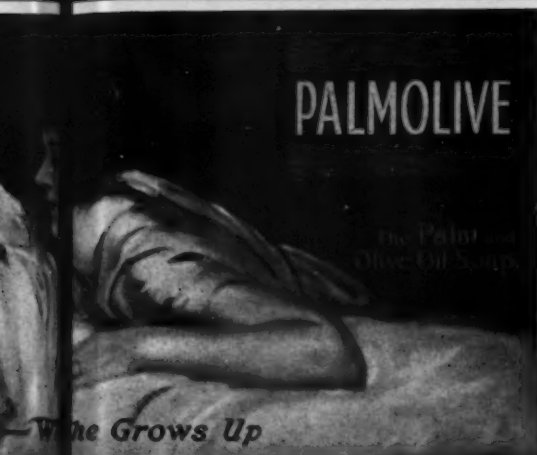
BON AMI
CONGOLEUM RUGS
VALSPAR VARNISH
INTERWOVEN SOCKS
GRINNELL SPRINKLERS
McCUTCHEON LINENS
BARRETT EVERLASTIC ROOFINGS
PETER SCHUYLER CIGARS
"JACK-O'-LEATHER SUITS
MANNING SPEED-GRITS
TERRA COTTA
TARVIA
IMPORTERS & TRADERS NATIONAL BANK
CHALMERS UNDERWEAR
WALLACE SILVER
CARBOSOTA
NEW-SKIN
WONDERWEAR
BERNHARD ULMANN CO.
ART NEEDLEWORK PRODUCTS
CONVERSE TIRES
BARRETT SPECIFICATION ROOFS

What we've done for others we can do for you.

POST VERT

Wh
Be
con

POSTER ADVERTISING CO. INC.



A POSTER THAT SOLD GOODS !

Why do we place more than 75% of all the national Poster Advertising?
Because of our superior organization for design, capable advertising advice,
complete service in campaign detail and because of the merits of the medium.

Outdoor Advertising Everywhere

POSTER ADVERTISING CO. INC.

550 West 57th St., New York

Branch Offices

Wrigley Building, Chicago, Union Trust Building, Cincinnati,
Philadelphia, St. Louis, Cleveland, Richmond, Providence.



ENVELOPES

Giants and Midgets

The Andrews family of envelopes comprises both giants and midgets. They are used for packing anything from razor blades to lace curtains.

When planning your next catalog let us suggest an envelope that will insure its safe delivery. Our equipment is especially adapted to quantity editions.

P.L. ANDREWS CORP.

MANUFACTURERS OF ENVELOPES
AND

ENVELOPE SPECIALTIES

FOR
PACKING & MAILING

IRVING AVENUE AND TROUTMAN ST.

BROOKLYN, N.Y.



Sales Education Methods of the American Radiator Company

Training the Distributing Organization to Mesh with the Advertising

By E. M. Wickes

THE American Radiator Company is somewhat of an iconoclast. No one in the concern, from president down to office boy, denies it. The firm refuses wall space to the commonly and blindly accepted axioms like "Everything comes to him who waits," "Let well enough alone," and "You can't teach an old dog new tricks."

This great company had to pass up a lot of the hoary proverbs and invent its own to meet present conditions. In fact, it has been blazing its own trail throughout its existence.

For more than two decades the organization has been one of the most resourceful of our national advertisers. A couple of years ago Clarence M. Woolley, the president, admitted to a representative of PRINTERS' INK that advertising is largely responsible for the tremendous growth of the business. The spectacular development of the company is coincident with its advertising career.

But what is even more significant is the fact that the company has been faithfully consistent in its advertising policy. It is not a fair-weather advertiser. It does not trim its advertising sails when squalls appear on the business horizon. In fact, much of the supremacy of this concern in the heating trade of the world is due to its fixed policy of never letting up in its push for business, regardless of the financial status of the commercial universe. Some of its most resultful campaigns have been waged during periods of business depression. It solidly established its foreign branches during the hard times of the early '90's, when too many other concerns gave up the ghost for no other reason than that they were too scared to fight. In 1907, when

numerous organizations allowed their sales machinery to slow up, this \$30,000,000 corporation established its prestige more firmly than ever by its steady drive-ahead strategy. And now again in 1921, when the doldrums are abroad in the land, the American Radiator Company is one concern that you will not find absent from the advertising columns of our mediums. The company never permits its prestige to slip back.

But this article is not concerned directly with the advertising of the concern. It deals more particularly with the methods used by the organization in training its salesmen and its distributors to get their activities to mesh with the advertising. Advertising, alone, would not have made the company successful. The product naturally would have to back up the publicity, but what is even more important the sales policy must square itself with the advertising. The full benefit of the advertising would not be realized unless the human element was introduced. The advertising could start the sale, but nine times out of ten it would have to be closed by a flesh-and-blood human. In most cases, final results would swing on the efficiency of that person.

MEN THOROUGHLY AND COMPLETELY TRAINED

Here is where the company has had its most difficult problem. A similar situation has been faced by manufacturers in other lines, such as paint, machinery, electrical goods and automobile accessories, where in many instances the distribution of the product has been in the hands of a former journeyman worker in the trade. These men may have a thorough appreciation of the mechanical or

technical phases of the article, but practically no conception of the merchandising required to get the public to see the value of the product. Teaching these men to catch the sales viewpoint has required extraordinary effort. But the American Radiator Company has succeeded in this because it is not too lethargic to tackle the job from the ground up and never quits until it finishes it.

Men in this line formerly made boilers and heaters, crowded them into dusty-looking windows like so many tombstones, and then waited for people to come in. Did they come? They did, but not often enough. People often feel that they need certain things from time to time, but they can't find sufficient reason for buying, or for putting up with temporary inconveniences occasionally entailed by the purchase.

While trying to convince a certain percentage of the public that it needs boilers or heaters the company has built a wonderful organization of co-operation, psychology, salesmanship and service. An added feature is its ability to manufacture its own salesmen and to teach new tricks to old dogs.

The company virtually disposes of all of its products through the retail trade. It tries to drive a prospect to his local dealer, so the dealer will take more interest in handling the goods.

Whenever a person inquires at one of the branch stores about heating, the salesman supplies the approximate cost and then suggests having the salesman covering that particular territory call to give the exact cost after he had found out just what is needed. Many prospects balk at this suggestion, fearing that the local salesmen will call and talk them to distraction, or place them in an embarrassing position for having taken up so much time and energy. The branch salesman, however, never lets go of a prospect until he has convinced him that he won't be under the slightest obligation, regardless of any time or energy that the salesman may spend on him. The object is

to make the prospect look forward to the salesman's call with a sense of pleasure.

The company operates fifty showrooms in this country and handles thousands of new inquiries every day. It employs 350 salesmen, forty-four of them being connected with the New York branch.

Firms in all lines overlook the small towns, but no one can accuse the American Radiator Company of slighting what the theatrical people call Tank Towns. Every town with a thousand or more population, and every city, is classified. Salesmen visit some cities every two days, others every five, ten and fifteen. The small towns see them once a month. A tip from the branch office calls for a special trip.

When a salesman receives a tip from his branch office he knows just what to do. Having been trained and developed by the company, he is equipped to meet every argument. The company rarely engages salesmen from other lines. It selects its future salesmen from young men ranging in age from eighteen to twenty-three.

The company wants the men to be saturated with every phase of its products, and to start without any preconceived notions about selling. So they are taken when they are green and are then developed.

After John Jones has filed his application for a position and has passed the tests for intelligence and natural selling ability, he is put on the floor of one of the showrooms for several weeks. He draws a salary from the start for watching and listening to the veteran salesmen. During this time he is expected to familiarize himself with the firm's products.

Later Jones is shipped to the research school at Buffalo. The firm pays all expenses. He spends a month at the school, studying every angle of production, installation, and the care of boilers and heaters. Before graduating he has to put in twenty-four hours firing and looking after a regular-sized boiler.

What do you Expect *from* Your Printer?



"Water-Tight" Estimates

ESTIMATE figures are frequently a deciding factor in the placing of printed literature. Like the barometer they fluctuate—the better the conditions, the lower the figures.

Goldmann Service prides itself on maintaining conditions favorable to moderate figures—diversified equipment, a comprehensive cost system, a close contact with buying markets, an organization that functions smoothly.

*Goldmann Service is at your beck and call—
day or night.*

ISAAC GOLDMANN COMPANY

Printers Since Eighteen Seventy Six

EIGHTY LAFAYETTE STREET NEW YORK CITY

TELEPHONE FRANKLIN 4520



Having passed all the school tests, Jones is sent out with a crew under the supervision of an experienced salesman. For several months he canvasses from house to house. If he happens to lack confidence, initiative, or backbone, this little stunt will tumble him into the discard. Few who reach this stage, however, fail to make good. One who can get through the school usually has enough grit and intelligence to pass the house-to-house test.

Provided that the door-slaming hasn't put Jones out of the running, he is turned over to a salesman with a crowded territory. Jones works with the older man until he becomes thoroughly familiar with the territory, when it is split up, with part of it being assigned to him as his own. Then he is a regular salesman.

The company receives a report on every new building as soon as the plans have been filed. Whether the structure is to be a skyscraper or a railroad station in a small town makes no difference. The company gets the report. Other concerns interested in new buildings receive the same reports, but all don't follow them up in a systematic manner. Some clerks, on receiving the reports, toss them into the waste-basket and forget about them.

"As soon as we get a report on a new building," said an executive of the company, "we shoot word on to Chicago, to the salesman covering that particular territory, and to the local dealer. To save time and money, and prevent confusion and duplication, the Chicago office distributes all the firm's literature that travels through the mails. The salesman, on getting his tip, immediately makes connections with the owner of the new building to find out just what is going into it. This report he sends to his branch office. Then the salesman tries to interest the owner in our products, always with the idea of inducing the owner to do business with the local dealer.

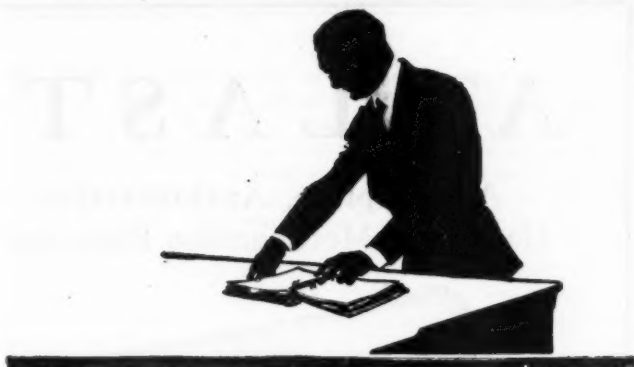
"We never try to sell direct when there is a dealer on the

ground. We want to prove to the dealer that we're anxious to see him make some money, and when we turn over to him orders that we could have filled he is convinced of our sincerity. And it stimulates his interest in our products. When the building has been completed the salesman turns in a second report telling just how much of our product went into it."

Every branch office of the company keeps a record of all that takes place between salesmen and prospects and customers. Should a salesman call on a prospect and be told that the latter will be ready to talk business in three or six months, the salesman makes out a detailed report and sends it to the branch office. A second visit to a prospect calls for another report.

Each salesman visits his branch office every three months. The promotion manager, who interviews one salesman a day, quizzes the salesman about his past experiences with prospects, his credits, and future possibilities. The information the salesman hands in during the interview must conform to his earlier reports on file, for if it doesn't, the promotion man will know that the salesman hasn't been on the job all the time. To the credit of the salesmen, the company discovers very little shirking on the part of its employees.

"We've got to have cracker-jack salesmen who are in love with their work," this executive said, "because we've got two of the toughest articles in the world to sell. People won't stop to admire boilers and heaters in a window as they will hundreds of other articles. In the past, boilers and heaters have been stark, gaunt, and uninviting—about as attractive as an old cemetery. Although a boiler brings comfort to a man and enables him to enjoy the other phases of life, yet it is something he doesn't see or feel, like an auto or a phonograph, while he is deriving pleasure from it. Many people never think of looking for fresh air



Strong, Tough Stock —the Eyelets Hold

Catalogs, Price Lists, Salesmen's Books, for which inserts are sent out need to be printed on a strong, tough stock.

Then eyelets won't tear out, pages won't crumple and crack from constant reference.

Hammermill Cover will give you the Quality you want—at a price that spells Economy. Ask your printer to show you samples, or write Hammermill Paper Co., Erie, Pa.

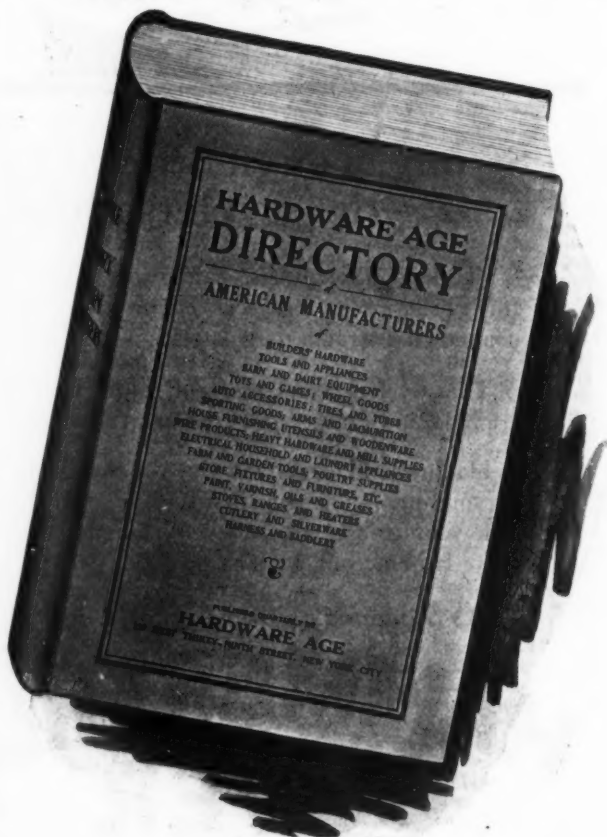
As Standard as Hammermill Bond

HAMMERMILL COVER

*For Booklets, Folders, Broadsides, Catalogs, and all
Direct-by-Mail Advertising*

AT LAST!

A Complete, Authoritative
Hardware Merchandise Directory



EVERY manufacturer or advertising agency interested in the hardware field will welcome the announcement that after two years of preparation **HARDWARE AGE** is now rounding into shape a complete Directory of hardware and kindred merchandise. This will supply a long wanted ready reference work for hardware retailers and wholesalers, a complete buyers' guide, through which they can locate instantly the name and address of any manufacturer of any piece of merchandise in which they may at any time be interested.

PLAN—In the merchandise pages hardware and allied products will be listed alphabetically under the names by which they are best known in the trade. Under each product the names, addresses and trade names of all manufacturers of that product will appear. The phrase "See Descriptive Data Index on page —" will follow the name of each manufacturer who describes and illustrates that product in his advertisement in the Directory.

In the descriptive pages the manufacturer will have the opportunity to make his product more than just "another saw," "another jack," "another washing machine." Here he can illustrate and describe his special product and give the dealer a thorough knowledge of its selling points right when the dealer or wholesaler is definitely seeking just this information.

DISTRIBUTION—This Directory will be put into the hands of buyers in every worth-while hardware establishment in the United States and Canada and in important foreign hardware stores where the English language is understood.

VALUE TO MANUFACTURERS—That this standard "Where to Buy" Directory of hardware products installed in every worth-while hardware store will render an important service to all American hardware manufacturers is obvious. Its worth to manufacturers who describe and illustrate their products in the advertising pages will necessarily be many times increased. Such advertising will blanket the whole hardware field, will be of the most timely quality and will have lasting sales influence and value.

For further information or details write

HARDWARE AGE DIRECTORY
— of —
AMERICAN MANUFACTURERS

239 West 39th Street

New York, N. Y.

until they get up some morning feeling as if they had been squeezed through a washing machine. Then there is a mad rush to the window for air. Oh, for a mouthful of fresh air! And the majority of owners of small country homes won't install modern heating facilities until some one comes down with pneumonia; then the boss of the house makes tracks for the local dealer.

"For some time we've been trying to educate the dealer to make his window attractive—to make a business getter of it. We've tried to pound into his head the value of color, harmony and rhythm, and it has been a tough job. His idea of a color scheme is a couple of flags stuck in his window. Nearly every dealer handling our products was a mechanic—a steam-fitter—before going into business for himself.

"Tell the average dealer that he can increase business by an artistic window display and he'll reply that he hasn't any time for new-fangled ideas. His stock argument is that the people in his town or vicinity knows he's in business and that any time they want him they will call or send for him. So, he argues, how in the world is a fancy window going to make them come any sooner?"

These dealers, already set in their ideas, and viewing modern salesmanship as they would a new religion, are the old dogs that have to be taught new tricks by the American Radiator Company. Sometimes it takes months on the part of salesmen to induce a dealer to change his ideas. A salesman, however, rarely quits trying to educate a dealer. By the time the company finishes with a dealer the latter is somewhat of a window dresser himself. Having been convinced that a good window display means more money in his pocket, the dealer takes to the idea as a kid does to a new toy. After that he finds pleasure in dressing his window and frequently looks for suggestions from the salesman.

In Brooklyn one dealer laughed

at the salesman's suggestions about window display. Tiring of the salesman's constant pounding, the dealer said:

"Look here, young fellow, if I can't make a go of this thing without using your mollicoddle ideas, I'll quit the business and go back to the bench. You could work on my window for a month and it wouldn't get me an extra dime."

The salesman kept after him, even offered to bet a straw hat against a cigar that the company's sample outfit in the window would bring the dealer some extra business within a month.

The dealer finally succumbed. Before a month had expired he had sold several heaters, a boiler, and secured a nice contract from a man who said he had been attracted to the store by the clever window display.

When the company began its campaign on the dealer it sold him a sample outfit at a special figure. The majority of dealers threw the samples into the windows and forgot about them. This attitude convinced the company that it would have to educate the dealer, who was killing trade instead of stimulating it. Now the company, once it wins a dealer over to modern advertising, puts in a sample outfit on consignment, dresses or helps to dress the window, and gives the dealer permission to sell the sample outfit from the window.

All dealers are furnished with electros and mats, and cards for window and street car advertising. A space is left for the dealer's name.

The American Radiator Company is strong for all kinds of legitimate advertising. It is always on the alert for unique ideas for copy and window displays. By its novel methods it has lifted boilers and heaters out of the graveyard class and put them on a level with the most artistic articles offered to the public. Every one of its window displays, in spite of the fact that it is exploiting an unattractive article, outdraws, by its clever arrangement

and atmosphere, other show windows in the vicinity. The company doesn't shove naked boilers and heaters under the public's nose, as old manufacturers used to do, nor does it try to cram the idea down your throat that you need them. It gets the idea over to you by employing color, rhythm, harmony, wax figures, interesting situations and stories from life.

HOMELY ADVERTISING METHODS

Recently the company introduced a series of dialogue advertisements, using full pages in the rotogravure sections of some of the Sunday newspapers. One picture showed a country Romeo and Juliet on a sofa. At one end sat Romeo shivering, still wearing his overcoat, earmuffs and gloves. Juliet was holding down the other end of the sofa, a cape around her shoulders and a rug over her feet.

In another room a boy with his coat collar hugging his ears was poking at an old-fashioned stove. Below to the right of Romeo and his Sweetie sat another pair of lovers. They had discarded street clothing and appeared to be mighty comfortable. He had his arm around her waist, and both were gazing at an Arcola—a heater made by the American Radiator Company—in an adjoining room. Underneath the pictures was the following dialogue:

"Jimmy quit coming to see our Ann when the cold weather settled in.

"Maybe he's got a girl he likes better," said Little Brother, mean-like.

"Or a parlor where he doesn't have to keep his overcoat and earmuffs on," Ann shot back. "What do I care about Jimmy, anyhow?"

"We used stoves, not knowing we could save half the coal. But one day I said to Pop:

"I reckon many a good match is spoilt by chilly rooms. You know your own feet got cold when you was getting up your nerve."

"Sure, Ma," said Pop; 'you came near losing me.'

"Next day he run down to see

McGinnis, the heating plant contractor, and saw an Arcola. So we bought one for our cottage—everything on one floor; and in a few days, when the radiators were hitched up like July, I asked Jimmy out to supper. . . . They got married in the spring."

Following the dialogue is a brief description of the advantages of the Arcola. The description takes up a little less than seven square inches—not much for a full page newspaper advertisement. More isn't required, as the story gets over the selling idea.

Experience has taught the company that it doesn't pay to stint advertising. It believes it is better not to advertise than to advertise in a cheap way. The company spends large sums in magazines that play up color. It wants to be with the best, on a level with the best, if not a little bit higher. It doesn't care to have its salesmen manufacturing alibis for its products or copy.

The company gives its salesmen one hundred per cent co-operation and expects the same in return. Every out-of-town salesman is furnished with an automobile, with the company footing all running expenses. As a result the salesman is independent of train schedules and is able to live in his own territory. A salesman is afforded almost as much leeway as if he were running his own business, and the company wants him to cover his territory as if he were in business for himself. All salesmen receive a bonus on the previous year's deliveries.

While many concerns are moaning about dull times, the American Radiator Company is doing a wonderful business; doing it because it knows how to train salesmen, knows how to advertise, and keeps after business when others quit to wait for a boom. The salesmen think the company is the best in the country to work for, and they must possess tangible proof for adopting this view, as most of them have been with the company from ten to thirty years.

PICTORIAL REVIEW

Will Print of the October Edition 2,100,000 Copies

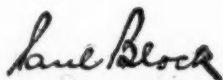
Although this is the print order, and therefore, of course, not the net paid figure, advertisers, advertising agents, as well as publishers, know that the cost of producing a magazine as large as PICTORIAL REVIEW is so great that we would not print so many copies if we did not believe they were necessary.

PICTORIAL REVIEW sells at 25c per copy as compared with one publication in its field selling at 20c and another at 15c.

PICTORIAL REVIEW

Is Now Making an Absolute Guarantee of Its Circulation Figures

This guarantee is for an average monthly circulation of at least 2,000,000 copies, of which at least 95% is to be net paid, and this guarantee is to be based on the audit to be made by the A. B. C., and to be based only on such circulation as the A. B. C. will plainly state is net paid circulation.



Advertising Director

Old-fashioned Personality in Letters of Big Corporations

What a Correspondence Manual Will Do for Letter Writers and Stenographers

By R. B. Newton

GREAT-GRANDFATHER, or completely to carry this message great-great-grandfather, sat at his desk, quill pen in hand, and wrote the letters necessary for the promotion of his business. He took his time, and the letters that flowed from the sputtering point of his pen carried with them the character of great-grandfather himself. He put into his letters the spirit of his own high ideals, his honest purpose, and his desire to serve his customers in such a way that they would pay his price, and remember him as a friend. And great-grandfather's business prospered and grew, forming the foundation upon which has been built, during the years following, the immense establishment which may still carry the old man's name down to the twentieth century, and the year 1921.

Though the old man has been dead these many years, the spirit and influence of his strong up-standing personality continue to hover over the expanded organization. The president feels it; a few of the president's associates know how deep is his desire that the same high ideals that governed the infant industry should prevail.

Consider, then, the president's feelings as, one morning, he glances with growing despair through a bundle of letter carbons which by chance have come to his desk. How meaningless, flat, lifeless or utterly reckless those cold carbons seem! How devoid of the spirit of the founder; how completely at variance with the president's own wishes. For years he has struggled that the organization which he heads might present to the world a vibrant personality. He has worked to create for it a distinctive atmosphere, yet these written representatives fail

to their readers.

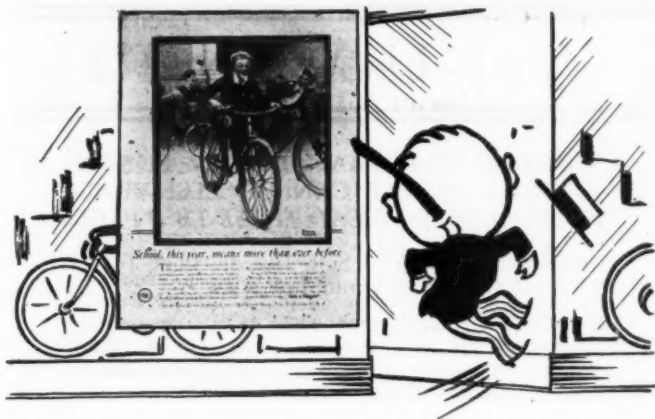
Outside the president's office are a thousand workers, department managers, their assistants, correspondents and stenographers. The majority of them know the history of the organization but vaguely. They are the products of many different environments, recruited from all conditions of life, each with his or her own ideas of the fitness of things, a large proportion of which may be counted upon to run counter to that which the president and his associates entertain.

How best to co-ordinate all these agents, so that, without undue subordination of individual personalities, the scores, hundreds, or thousands of letters which they daily send out as ambassadors of the business, may yet carry with them the qualities which will impress upon the readers the ideal governing the business, is a very urgent and practical question.

Among a hundred or a thousand men, one stands distinguishable. He is in the crowd, but not of it. No matter what the situation, his personality dominates, and, for want of a better way to describe fittingly his peculiar attributes, we say, "he has a way with him." Certain stores or institutions leave an indelible impression upon us, which we characterize as "atmosphere." In letters it is "tone."

THE DOMINATING "TONE" IN LETTERS

Running through a pile of letters in your morning mail, one catches your eye, and is assured of at least a minute of your undivided attention. What gains this preference? Tone. It possesses something which the other letters lack. It may be the physical appearance, the stationery, the



Hey! Stop!!

Place your advertisement at the point of sale! Put it where it stops the buyer with the money in his jeans and his hands in his pockets.

"Giant Ads"

reach out of the dealer's window, arrest attention and bring to a focal point all the publicity with which you have bombarded the consumer. Window cards are good. Window trims are good, but the *best* selling punch is a giant reproduction of your current magazine or newspaper appeal where the goods are sold.

Also, "Giant Ads" are recognized by leading advertisers and agencies as the peak of the impression in merchandising your advertising to the dealer.

We make "Giant Ads" direct from your finished proof—in black and white or full color. We make short runs or long runs, on short notice and economically. We are second to none in our equipment for producing broadsides and other large sheets, and our promise to deliver is a sacred obligation. Write for samples of "Giant Ads" and our rate card of sizes and prices.

We also reproduce and print in original size, enlargement or reduction, Maps, Charts, Diagrams, Office and Factory Forms, Data Books, Code Books, Line Drawings, Photographs, Wash Drawings, Legal Exhibits—in short, anything printed, typewritten, or drawn. This is a specialty we have developed and no one has yet equalled our service or prices. Write for our booklet.

NATIONAL PROCESS COMPANY, INC.
117 East Twenty-fourth Street New York

Tel-U-Where!!

**WHAT THIS WOMAN DID IN BOSTON
24,000,000 PEOPLE CAN DO ELSEWHERE
FROM NOW ON—READ THESE TWO PAGES**

She wanted a Wooltex Suit, Tweedie Boot Tops, a Gage Hat, and some Vanity Fair Silks.

Tel-U-Where *told her just where to buy these articles.* Read what she says, and remember that in Boston alone over 6,000 inquiries are answered every month. The inquiries all begin "Where can I buy — — —".

In answer to our letter asking about the service she had received from Tel-U-Where, she wrote that she asked for "information regarding, and names of, dealers carrying Printzess Suits, Wooltex Suits, Tweedie Boot Tops, Gage Hats, and Vanity Fair Silks."

She also wrote:

"I received a complete reply by return mail.

"I bought a Wooltex Suit, Tweedie Boot Tops, and Vanity Fair Knickers from C. F. Hoveys, A. A. Shoe Shop, and Conrads, respectively.

"I think your service is splendid, and the contrast between my recent shopping trip to Boston when my list was *complete* and I knew just what shops to visit between trains, and a day I recall over a year ago when I visited *seven* stores searching for an advertised article, finally purchasing a less satisfactory one, speaks for itself.

"Would it be possible for my name to be placed on a permanent mailing list for catalogs from the firms about whose merchandise I have inquired? It is such a help in planning the semi-annual wardrobe additions not to have to stop and *send* for these."

Tel-U-Where!!

Tel-U-Where!!

**THE BOSTON TEL-U-WHERE BUREAU—
ONLY A FEW MONTHS OLD—HANDLES
6000 CALLS A MONTH ALREADY. 16
MORE BUREAUS JUST OPENED.**

Millions of dollars buy articles "just as good" instead of the branded articles first desired. A shopper tires of hunting for a specific make of goods. Trained clerks switch the sale. National advertisers lose these millions of dollars in sales solely because so many people do not know where to buy an advertised product. A typical case is that of this Boston woman whose experience is quoted on the page opposite.

As Tel-U-Where Service becomes better known to the public it will become second nature to call up one of these useful Bureaus of Information for lists of local dealers of various well-advertised products.

The copy of national advertisements mentioning Tel-U-Where will foster this habit. The Boston public is rapidly getting it.

Tel-U-Where Bureaus of Information are now being operated in the 17 largest cities listed below:

New York	Chicago	Philadelphia
St. Louis	Boston	Cleveland
Baltimore	Pittsburgh	Detroit
Buffalo	San Francisco	Milwaukee
Cincinnati	New Orleans	Washington
Los Angeles	Minneapolis	

(Aggregate Population 24,000,000)

You can make it easy for the 24,000,000 people who live in these cities to find your product by listing with Tel-U-Where.

Write today for further information to

**Tel-U-Where Company
of America
BOSTON, MASS.**

Boston
142 Berkeley Street
Back Bay 9230

New York
130 West 42nd Street
Bryant 9800

Tel-U-Where!!

clear-cut, even typing; it may be the manner in which the letter is set on the sheet; it may be that as your eye sweeps the first line or paragraph, something, not freakish, but different caught and held your attention. The personality of the writer shows out from the start, and, having caught your attention, he holds it throughout the letter by the downright sincerity and honesty of his message.

All of these attributes assist—any one may be the deciding factor in creating the desired tone, and, likewise, lack of any one may destroy all that is contributed by the others.

To go back now to our group of workers in the outer office. How shall we get them to realize and appreciate the desire of the president and his associates that every letter shall deliver this unwritten, silent message of superiority?

If the president could spend the necessary time with each man to teach his business doctrine, the object would probably be obtained in the best sort of way, but there would still remain the obstacle of reaching the newcomers and giving them the proper training. Such procedure is obviously out of the question for the president of a large organization, and it would be well, perhaps, for him to intrust this important duty to a correspondence supervisor, correspondence adviser, or chief correspondent.

But whether or not a correspondence supervisor is employed, a very helpful agent and the logical sort of an agent for teaching each man in the organization the aims and ideals the officials cherish for the correspondence is a manual, or book of suggestions. Such a book may be prepared leisurely, and in this respect has some advantages over the spoken word when it comes to outlining the policy it is desired to have the letter writers observe. Concise, explicit instructions may be given in entertaining enough fashion to make the book interesting reading. Anything resembling a "book of rules" certainly should be avoided.

In the company's own correspondence may be found ample illustrations of both the sort of letters to strive for, and the sort of letters to shy from. The booklet used need not be lengthy; the shorter the better. Fifty pages of reading matter will generally cover every need; more than that looks forbidding at the outset and is likely to suffer in consequence.

Speaking generally, the type should be large enough to invite the eye, yet the book must not look like a primer, nor the subject be spread over too much space, else it will be skipped. The discussion of the various elements which combine to make the sort of letters wanted should be concise and meaty; the illustrations short and the point easily discernible. It is possible and important to say all that is necessary concerning the Policy of the company, the need of Promptness, the Mechanics of a letter, Brevity, Conciseness, Personality, Tone, the desire for creating Good-Will, the need of Courtesy, the Construction of Sentences and Paragraphs, the Use of Words, Emphasis, the importance of the Opening and Close of a letter, and anything else that it is desired to include—all these may be explained in much fewer words than are usually dedicated to them. The fewer, with completeness, the better.

That this can be done and highly satisfactory results obtained has been amply demonstrated. The little letter classics prepared for the B. F. Goodrich Rubber Co. correspondents by L. A. McQueen, and the Correspondence Manual for the letter writers in The Norton Co., by H. N. Rasely, were pioneers in the field, and remain excellent examples of different methods of presentation.

But there is another important group in the outer office to which consideration must be given in this matter of preparing letters—the stenographers. How often have we seen the life mauled out of a letter by carelessness in its final preparation. It is well, then, to provide the stenographers with definite instructions as to just how

letters should be prepared for the mail—definite enough instructions so that nothing will be left to the imagination, for too many stenographers are blessed or cursed with lively, and sometimes erratic, imaginations.

SPECIAL SERVICE TO GIVE STENOGRAPHERS HELP

More than this is needed, however. Stenographers may waste a great deal of time over questions of grammar or spelling. Much good has been accomplished by placing in the hands of each stenographer a booklet containing the following information: Definite rules concerning the set-up and appearance of letters; how to write the date, address, titles, salutations and closings; the care of the typewriter and transcribing machines; a review of the important disputed points of grammar and punctuation, and the use of capitals; rules for syllabification and abbreviations, as to numbers, and the manner of indicating emphasis; familiar words commonly misused and misspelled, difficult technical words used in the business, and spelling rules; words like "notwithstanding" which are combined, and like "some time" which should be separated; difficult plurals, and the correct spelling of and abbreviations for the States of the Union—for a stenographer who can spell "Massachusetts" without dragging out the atlas, or who knows whether to write "Ill." or "Ills." is hard to find.

Will such books get a reading by these members of the outer office? Experience has shown that they do, even under unfavorable circumstances, and that they go a long way toward accomplishing their purpose.

And why all this effort? You know the answer, of course. Better letters mean happier business relations, increased prestige, more business. "Atmosphere" is, after all, spelled with dollar signs. The effort for better letters will, under ordinary circumstances, not only pay its own way, but hand-some dividends as well.

Advertising Essential in Co-operative Marketing

Advertising is one of the requirements for success in co-operative marketing, Aaron Sapiro, a specialist in co-operative marketing, declared before members of the North American Fruit Growers Exchange at a dinner in New York on July 18.

Growers of New York must wake up and advertise, he said. They must merchandise their goods co-operatively if they are to be as successful as fruit and vegetable growers of the Northwest. They must tell the consumer by means of advertising that apples or cabbages are coming to market.

The North American Fruit Exchange is a national central sales agency of growers' associations which has as its purpose the facilitating of merchandising of fruits and vegetables.

At this same meeting it was decided to mutualize the exchange. The plan for mutualizing it will go into effect on August 1. Under this plan all service of the exchange is to be provided on a service basis. The profits of the exchange are to be limited to 10 per cent on its capital stock and all net earnings above 10 per cent are to be divided equally among the exchange and the growers' associations, to be distributed pro rata, according to the total fees which each association pays.

Director of Furniture Publicity Bureau

Robert L. Jordan, formerly sales engineer of the factory division of Montgomery Ward & Co., has been chosen managing director of the Furniture Publicity Bureau. He will have charge of the collection of funds for the "Better American Homes" advertising and publicity campaign for which purpose \$1,000,000 will be spent in the next three years.

Before the war Mr. Jordan was associated with the service and promotion department of Williams & Cunningham advertising agency, Chicago.

John H. Patterson Resigns

John H. Patterson has resigned as president and general manager of the National Cash Register Company, Dayton, O. Frederick Patterson, his son, succeeds him as president, and J. H. Barringer becomes general manager.

The retiring president will continue to direct the affairs and policies of the company as a member of the Board of Directors. Mr. Patterson has been president of the company for the last thirty-seven years. He is 76 years old.

Brandt Agency Enlarges

The Brandt Advertising Company, of Chicago, has enlarged its capital and has appointed Charles T. Beall, formerly of the Solarine Company, as secretary and treasurer. E. S. Brandt remains president and G. P. Kenning vice-president.

Street &

Take the *Guess* out



Street & Finney, Inc. (Est. 1902) Advertising Agents

Finney

of Advertising

News:

Mr. Frank G. Conway will continue to serve our clients as an account executive. His expert advice on merchandising and sales is based upon years of practical experience and remarkable ability in this particular field.

171 Madison Avenue, New York

Getting the Jobber to Distribute Another Macaroni

"Ronettes," with New Name, Shape and Flavor, Make Place in Market Declared Full to Overflowing

"**N**OTHING doing!" That is what the jobbers said when asked to take up another standard brand of macaroni. "Market's full to overflowing," they added in a tone meant to end the matter. Yet the Homac Corporation, of Syracuse, N. Y., is succeeding in getting those same jobbers to accept another macaroni.

Here is how the Homac company is accomplishing the supposedly impossible. It is making a product that is not just "another macaroni," but something new and with good advertisable points.

By giving it a new form, a pleasing shape something like that of a conch shell, only small, so that two or three at a time can be popped into the mouth; by giving it a new flavor and a new name, "Ronettes," a new product has been made out of an old one. By putting it up in an appetizing package and by advertising it—that is the rest of the merchandising secret that is making a market.

To put the matter to a test, Charles B. Moak, vice-president of the Homac Corporation, and in charge of the sales and advertising, selected the city of Springfield, Mass. The trade there was approached with the regular standard line of macaroni, but not a grocer called upon in Springfield would invest even a single dollar.

Two weeks later, May 9, four Homac salesmen, a window trimmer and two jobbers' salesmen went into the territory with Ronettes. Just ahead of them, 800 grocers in Springfield and its vicinity had received through the mail a big broadside showing twenty-four newspaper advertisements that were to be run in the city as an initial local push behind Ronettes.

Up to May 21 these salesmen

had sold 1,746 cases of the product, containing forty-eight packages to the case, at a jobber's discount of 7½ per cent less than is customary in this trade. The advertising began to appear on May 10, the day the Ronettes men started their selling campaign.

Thus in less than two weeks no less than 82 per cent of the possible distribution in Springfield was obtained. Two weeks later, after a similar experience at Worcester, Mass., the salesmen jumped back to Springfield. Another week's canvass brought the Springfield distribution up to practically 100 per cent. More than 400 Ronettes window displays were installed—and already there have been repeat orders.

ADVANCING STEP BY STEP

The house purposes to attack the market city by city, lining up the jobber first if possible and then working the territory with special field men and the jobbers' salesmen. If necessary the field men will work alone until they have obtained sufficient business to secure the jobber by proving to him that the new line is worth his while.

Approximately \$95,000 has been appropriated for the first year's advertising, the firm says. Of this about \$80,000 is scheduled for newspaper space in the cities visited by the Homac selling organization. The balance will be spent on dealer helps and other work to assist in keeping Ronettes moving.

The newspaper advertising is effectively illustrated with smiling faces and Ronettes served in the casserole. The slogan is "That Tempting Macaroni," and Ronettes are described as a new food, in odd and dainty form, rich in vital nourishment, tempting to the most jaded appetite,



Where traffic is—
and potential
buyers—there
you'll find the
outdoor adver-
tising of

PACKER OF CLEVELAND

Executive Offices, 4810 Prospect Avenue, Cleveland, Ohio

Representing Poster Advertising Company, *New York and Chicago*;
Ivan B. Nordhem Company, *New York and Pittsburgh*; George Enos
Throop, *Chicago and St. Louis*; O. J. Gude Company, *New York and
Chicago*; Poster Advertising Association, *United States and Canada*

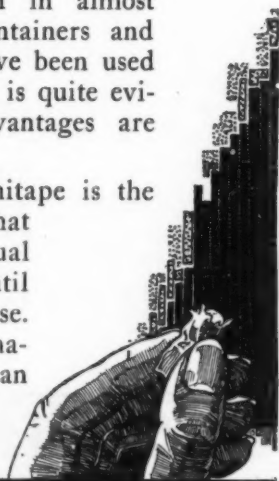
Last year-3 Today-30

*How leading tablet makers
have reduced costs and in-
creased profits* * * *

TODAY thirty leading pharmaceutical houses pack their tablets in sanitape—the only packing which affords individual tablet protection. Eighteen months ago sanitape had been adopted by only three.

When one realizes that sanitape has replaced in almost every instance containers and packing which have been used for many years, it is quite evident that its advantages are many and real.

First of all, sanitape is the only packing that guarantees individual tablet protection until the instant of use. Each tablet is machine-sealed in an



SANITAPE

PRESERVES PERFECTION
BY AIR-TIGHT PROTECTION

air-tight compartment of waxed-paper sanitape.

Second, the reduction of weight and elimination of costly containers frequently cuts transportation charges 40% or more and materially increases net profits.

Third, the assurance of full freshness and medication and the elimination of crumbling tablets makes sanitape-packed products more acceptable to consumers, thereby increasing sales.



Sanitape is the only packing that seals each tablet in an air-tight, moisture-proof compartment. No tablet is exposed until the instant of taking.

Machines may either be installed in the manufacturer's plant, or where quantities do not justify a machine installation, the Ivers-Lee Contract Department is sanitape-packing tablets in desired quantities and units for manufacturers, jobbers and retailers.

Ivers-Lee Company
Newark :: :: New Jersey

SANITAPE

PRESERVES PERFECTION
BY AIR-TIGHT PROTECTION

easily and quickly cooked, delicious, economical, and so on. National advertising will not be thought of until national distribution has been secured. It was planned to open up sixty cities this year, giving an average of three weeks' work to a city, but lack of the right kind of men for the field force is delaying progress. It is hoped that this difficulty will be overcome as sufficient men susceptible of training are located.

One noteworthy feature of the advertising, in view of present conditions, is that no mention of price is made. "We are making no effort to control the retail price," says the house, "because we believe that the chain-store men can quite obviously afford to sell Ronettes for a cent or two less a package than can the little corner-grocer."

Quaker Oats Advertising Hit at by Labor Federation?

ADVERTISING men have been discussing with much interest a report that the American Federation of Labor at its recent convention in Denver had adopted a resolution condemning the advertising done by the Quaker Oats Company.

As nearly as can be ascertained, however, no criticism was made of the advertising as such, but rather of the methods or mediums used in giving it circulation. The resolution as adopted declared that "We condemn the practice of the Quaker Oats Company in having dealings with concerns that have difficulties with their employees."

As soon as the Quaker Oats Company heard rumors about the Federation's supposed action it got in touch with the Federation officials and asked for an explicit statement of exactly what happened. The only information the company has been able to obtain up to date is a copy of the resolution just quoted.

"This is ambiguous," C. A.

Bowman, advertising manager of the Quaker Oats Company, said to PRINTERS' INK. "We do not pretend to understand it and have written for a further interpretation. It may refer to the printing situation and may involve the use of union labels on printed matter. Or again it may possibly refer to publications in which we are advertising and that have not yet settled the controversy with the printers which was precipitated several weeks ago. So far as we are able to ascertain no action against our advertising was taken."

Mr. Bowman said that as soon as the investigation could be completed and the whole story obtained the company might make a statement setting forth its position in the matter.

Has Mica Insulator Account

The advertising of the Mica Insulator Company, with main offices at New York, and factories at Schenectady, N. Y.; London, Eng.; and Victoriaville, Can., has been placed with Rickard and Company, Inc., New York.

Robert C. Stubbins with Peacock Seed Company

Robert C. Stubbins has been made general sales manager of the Everette R. Peacock Company, wholesale seed dealers, Chicago. Mr. Stubbins was formerly with the Alfred J. Brown Seed Company of Grand Rapids, Mich.

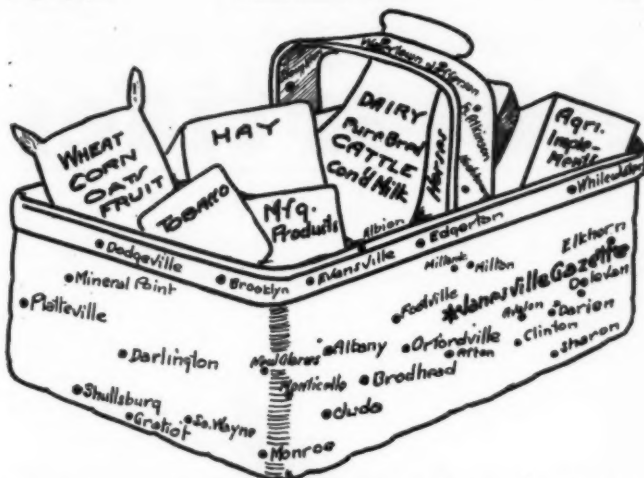
Burroughs Company Advances L. V. Britt

L. V. Britt, who has been with the Burroughs Adding Machine Company for the last six years, has been made assistant general sales manager of the organization. He has been an agency manager at Erie, Buffalo, and Baltimore.

Heating Account for Guenther- Bradford Agency

The International Heating Company, St. Louis, has placed its advertising in the hands of the Guenther-Bradford Co. advertising agency. This advertiser manufactures kerosene burners for use in heating and cook stoves.

Donald A. Rand has been made sales manager of the Johnson-Appleby Company, "Old Honesty" table delicacies, Boston. Mr. Rand has been with the Johnson-Appleby Company for the last six years.



An Unusually Good Market for Foodstuffs

For many years the Janesville Gazette has carried more local grocery advertising than any daily paper in the Middle Northwest. For this reason there are more foodstuffs sold per capita in Janesville than in any other city of the same size in the country and more than many cities larger than Janesville. Several small grocers turn over annually more than \$100,000 worth of foodstuffs. The reprinted letter, part of this advertisement, from the Universal Grocery Company, of Madison, Wis., which operates a branch retail store in Janesville, tells clearly what Gazette advertising can do for a well-advertised store or line.

The Universal Grocery Co.

Address all communications to the company. WHOLESALE Telephone B. 6598 or 6599 All departments.

General Offices and Warehouse
111-113 So. Webster Street
MADISON, WIS.

The Gazette Printing Co.,
Janesville, Wis.

May 18, 1921.

ATTENTION OF MR. MURPHY.

Dear Mr. Murphy:

I wish to reserve a space of two columns by 21 inches for Friday night, May 29. We will have a copy of our ad ready at our store in Janesville early Friday morning.

I wish to say just one word regarding the results which we feel that we have obtained by advertising in the Janesville Gazette. Our store in Janesville has been a wonderful success, and we certainly give much of the credit to your paper.

There is no town that we are in that we can get quicker results from newspaper advertising than we can in Janesville. The items that we advertise are the items that we sell to the greatest extent.

We also are pleased with the composition and make-up that we get in our ads in your paper.

We wish to thank you for your kind co-operation and wish you a world of success.

Very truly yours,

THE UNIVERSAL GROCERY CO..

Per Will H. Hommel.

WHH-IMB

The Gazette Service Department will be glad to help any manufacturer of foodstuffs determine if he can get results in this market. A comprehensive survey of the Janesville market has been prepared, which is free for the asking, as is any other information you may desire.

THE JANESVILLE DAILY GAZETTE

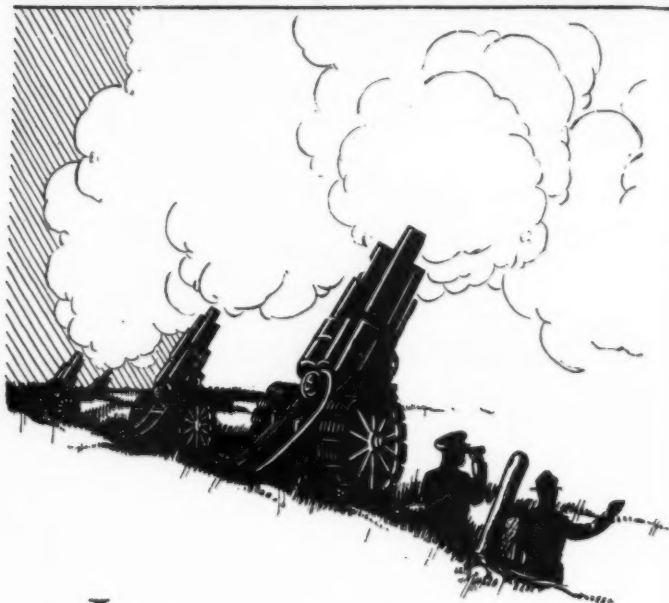
H. H. BLISS, Publisher

"An Unusual Newspaper" "Member of Wisconsin Daily League"

M. C. WATSON, Eastern Rep.,
286 Fifth Ave., New York City.

A. W. ALLEN, Western Rep.,
1336 Peoples Gas Bldg., Chicago.

Advertisers'



IN these days of efficient business methods the "tryout" of advertising campaigns has become a recognized procedure.

There are two requirements for a dependable "tryout": A representative territory—advertising mediums that cover this territory at a low cost.

Advertisers' Proving Paper

Proving Grounds

In the Miami Valley are two typical American industrial cities — Dayton and Springfield. Their population is made up of the "big city" type of people. And it is small enough to be effectively covered at a low cost in The Dayton Daily News and The Springfield Daily News.

Besides their city circulation these two papers have an army of readers in one of the richest farming sections in the country.

Be your appeal to merchant, manufacturer, business man, farmer or their wives you will reach the truly prosperous American in Advertisers' Proving Grounds.

Write headquarters about it.

Principal Office

Dayton, Ohio

I. A. KLEIN
Metropolitan Tower
New York

GLASS & IRVIN
Wrigley Building
Chicago

The average net paid circulation of the News League daily editions for June was 55,121; Dayton News 39,451, Springfield News 15,670. For the Sunday editions the average net paid circulation for June was 51,089 for the League—Dayton News 37,095, Springfield News 13,994. Eight page graphic section in Rotogravure with both Sunday papers

per the News League of Ohio



ERWIN, WASEY & COMPANY

Advertising

NEW YORK

CHICAGO

LONDON

We maintain our own staff of investigators, in an endeavor to assure each of our clients prompt, private and reliable information concerning his problems

Unusual Quality Proves Good Talking Point for Fifty-Cent Collar

Makers Are Convinced That People Are Willing to Buy

By Bradley Gannon

MORE than one firm is marking time because of uncertainty as to whether it should go ahead under present market conditions. "Would it not be better to wait until things get settled?" "The market is inactive, people are not buying, would it not be better to wait until we see how the fall trade opens?" "People are not in a buying mood, and dealers don't want to introduce new stuff." These and other excuses are given for delaying enterprises, which if launched would help to bring about the favorable conditions hoped for. Besides there are plenty of examples to show that the best time to launch a new product on the market is when the product is ready for launching. A striking example is that of the Van Huesen collar, which has made an unusual success in a short time in spite of the discouraging conditions under which it was introduced.

The Phillips-Jones Corporation, maker of shirts and collars, had worked for eighteen months in developing a new collar and perfecting manufacturing processes. Finally the new product was ready for the market, but its completion came at the time the commercial slump was at its worst. Many were out of employment. Thousands were worried for fear their jobs might fail with but a few hours' notice. Anticipating further decline in prices, most dealers were buying as little as they could get along with, and restricting their purchases to staples. Unknown brands and new lines were given little consideration.

The time certainly did not seem propitious for launching a new, high-priced collar, which had to depend for its success on wide distribution. A large number, if not the majority of the consumers, would come from men working on

salary. The prices of standard collars were being reduced. The plainly visible attitude of buyers was one of waiting to restock wardrobes until buying became imperative, and then to buy in small quantities. But the product was ready, and there seemed to be but one course—that was straight ahead.

LISTING THE DISADVANTAGES TO BE OVERCOME

The manufacturers had attacked the proposition of eradicating collar dissatisfaction and complaints. All the objections and complaints of the collars on the market were considered one by one, and a remedy sought. Stiff collars break at the folds, get "saw edges," are hard on shirts, wilt in hot weather, and do not supply the degree of comfort that is desired of an article of dress. Soft collars sag, crease or buckle in laundering, wilt in hot weather, and seldom present so good an appearance as the stiff collar. The proposition was to make a collar that would be free from the old objections even if it developed some new ones for itself. By introducing a new fabric, and designing a new loom to weave that fabric, it was found that the usual collar complaints could be overcome or at least minimized. But the new collar would have to be sold for fifty cents. That was twice as much as had been asked for most other collars on the market, even at the peak of war-time prices. That added to the marketing difficulties—particularly as it came at a time when every one was looking for lower prices rather than paying more for such everyday necessities as collars.

The preparation of the new collar had been kept a secret as far as possible, but information leaked out from time to time that there

was a new idea incubating, and inquiries began to come in from some of the haberdashers. Finally to quiet rumors, and forestall inquiries, an announcement was made to the trade that the Phillips-Jones Corporation would have some news for dealers in April.

Meanwhile 200 New York dealers were lined up, and stocked the

starch and the fact that it could be "laundered at home as easily as a handkerchief." The price of fifty cents was boldly stated.

Competition of Troy-made collars with each other—and ninety per cent of all collars for many years have been made in or near Troy, N. Y.—is, and has been, remarkably keen for a generation. It has resulted in a class of advertising and merchandising that can be equaled only with great expenditure, experience and foresight.

For a new manufacturer to furnish even the 200 initial dealers with display cases at all comparable to those which the leading Troy collar makers have long been providing dealers would have involved a considerable expense, and taken weeks to prepare. Besides, many of the dealers had invested in only one style and a display case would not have been welcome in such stores. To take its place a large number of style sheets were printed showing the nine different designs, listing the sizes and giving the names. It made it easier for a clerk to "show the line"

VAN ESTEY

VAN HUSEN

VAN JACK

VAN CLUB

Nine styles to choose from

Combines soft collar comfort with starched collar appearance

Will wear a year No "new edges"

Will not shrink Saves laundry bills

Will not wrinkle Saves your shirt

No starching Saves your ties

As simple to launder as a handkerchief

Five styles and heights. Spreader sizes from 12 1/2 to 15. Fifty Cent at your dealer.

PHILLIPS-JONES CORPORATION
1121 Broadway, at 30th Street, New York
Main

Also in sale in Chicago, Boston, Philadelphia, Baltimore, and Washington

VAN HEUSEN
the World's Smartest COLLAR

A NOVELTY IN ADVERTISING A COLLAR INNOVATION

new collar, many in a limited way. Of the nine initial styles some of them would stock but one and that in the most meagre assortment of sizes. The promised liberal advertising was often the deciding factor in securing consent to stock the collars at all.

When the first advertising appeared in quarter pages of the New York newspapers, the Van Heusen was announced, not as "just another make of collar," but as an "amazing innovation and advance in collar making." Style and appearance were emphasized as well as the advantages of no

than by coming from behind the counter and taking his prospective customer to a display case. One of these style sheets was inserted in each translucent envelope along with the collar, which prevented misinformed or unscrupulous clerks from saying, "this is the only kind they make," when only one style had been stocked. This counter slip was subsequently replaced by a display set, consisting of the nine styles mounted on a heavy cardboard covered with black plush, which can be laid in the showcase.

The new collar had so many

Chicago—The Central Printing Market



One of the largest, most up-to-date and completely equipped printing plants in the United States.

Printing Products Corporation

Successors to Good Will, Printing
Equipment and Organization of

Rogers & Hall Company
*Catalogue & Publication
Printers*

Artists : Engravers : Electrotypers

Specialists in the art of Catalogue
and Publication Printing for
more than thirty years !

Day and Night Service

A Printer Is as Good as His Equipment *Plus* His Organization

Our Equipment includes the latest and most efficient time-saving machinery—Linotypes Monotypes, Color and Rotary Presses, Type-casting Machines, and complete facilities for Binding and Mailing.

Our Organization is composed of men and women who are experts in their work, and who are intelligent enough to realize that your interests are as important as their pocketbooks. That guarantees Quality!

Our Plant is in operation day and night 12 months a year—constantly turning out work for firms all over the United States. That guarantees Delivery!

Our up-to-date labor-saving facilities and the efficiency of our management enable us to take advantage of every possible turn of the market and figure closely on materials. That guarantees a Fair Price.

Thus we are right on **Quality, Delivery and Price!**

In addition, we offer you every possible help in obtaining catalogue compilers, advertising assistance, editors, copy writers and everything else necessary to the promotion, preparation, printing and mailing of your catalogue or publication.

Printing Products Corporation

Successors to Good Will, Printing Equipment and Organization of

Rogers & Hall Company
*Catalogue and Publication
Printers*

Artists : Engravers : Electrotypers

Polk and La Salle Streets, Chicago
Local and Long Distance Telephone Wabash 3381

"talking points" which had been developed out of complaints of ordinary collars that it was easy to make the advertising striking. This combined with the vanity of most members of the collar-wearing species, which makes them keen for anything that enhances appearance and adds to comfort, brought an unexpected number of inquiries for the new collar.

Hard times, falling prices of other collars, unemployment and commercial stagnation did not prevent men from paying twice the price of an ordinary collar for a new one that would look well and be free from some of the defects which had vexed them in the past. Repeat orders came in faster than they could be filled. Trial orders from nearby cities began coming before the second announcement had appeared.

It was thought that general distribution would come sooner, and the advertising value of the article itself would be more effective if introduced over a wide territory than if selling effort was centred in the home territory until a measure of saturation was reached. Also it was evident that the capacity of the factory would be taxed to supply the possible buyers in either case. This in addition to looking ahead to a national advertising campaign, and allowing for the greatest possible return from recommendations of wearers, decided the sales department, which is presided over by A. S. Phillips, to make the market broad rather than deep. So salesmen were instructed to take open orders, to be filled when factory conditions would permit. Then the New York campaign could be repeated with such changes as experience made expedient. Boston and Philadelphia were first invaded with a repetition of the New York experience. Other cities will be added from time to time as the factory is able to supply the goods.

Before the new collar had been on the market two months, the Chain Shirt Store at St. Nicholas

Avenue and 179th Street, New York, complained to a customer who was looking for a Van Heusen, "we can't get them from the factory fast enough to supply our customers; they are the best selling collar on the market." This is typical of remarks by dealers to the writer, who has found difficulty in getting his size and favorite style.

The conclusion of the Phillips-Jones Corporation is that if you have something that will add to the comfort or appearance of the stern, but proud sex, it is not necessary to wait for time or tide, but launch it at once. The market time is always auspicious—if it is well advertised.

Display Men Hold Annual Meeting at St. Paul

The International Association of Display Men held its twenty-fourth annual convention at St. Paul last week. This association is composed of men engaged in show window display and the handling of merchandise work in department stores.

One of the most interesting features of the convention was a discussion of the effect of light and color in decoration and display by John L. Kolle, of the Klearflax Linen Rug Company, Duluth, Minn. Displays of merchandise were made by various manufacturers during the convention. The officers elected by the association are: B. J. Millward, St. Paul, president; Karl M. Amdahl, Spokane, Wash., first vice-president; A. L. Meadows, Fort Worth, Tex., second vice-president; J. L. Cameron, Des Moines, Ia., third vice-president; L. A. Rogers, Detroit, secretary; and O. E. Wheete, Tulsa, Okla., treasurer.

The 1922 convention will be held in Chicago.

Dairy Association Will Advertise

The National Dairy Association, W. E. Skinner secretary, has given its advertising account to the McCutcheon-Gerson Service, Chicago. A campaign will be placed in newspapers and special allied publications in behalf of dairy shows to be put on under the general direction of the association.

James A. Greer with "Cotton Mill News"

James A. Greer, who for several years has been Southern representative of *The Textile World*, New York, has been appointed advertising manager of *Cotton Mill News*, Charlotte, N. C.



The Standard Bearer

Always a few jumps ahead of the trade, DOMESTIC ENGINEERING leads the way for the plumbing and heating contractor. It shows him the latest inventions and improvements; teaches him how to sell, how to advertise and how to expand his business.

It has become a habit with him to depend on DOMESTIC ENGINEERING to help him keep pace with the progress of the trade and to keep him posted up-to-date on every phase of his business.

He knows that behind each issue of DOMESTIC ENGINEERING stands a staff of experts—field men and editors—working always to help him accomplish bigger and better business.

It is therefore only natural that DOMESTIC ENGINEERING—the Standard Bearer, looked to for help and guidance—should offer a quick, wasteless and effective medium to reach the plumbing and heating trade.

DOMESTIC ENGINEERING

The Plumbing and Heating Weekly

407 South Dearborn St. CHICAGO

Member Audit Bureau of Circulations.

Member Associated Business Papers, Inc.

Ideas!

**The Fairchild Publications
competition for Ideas in
advertising for apparel and fabrics**

\$1000 in Prizes

Open to everyone -

No entrance fee or commission charged

All material submitted remains the property of the contestant

PRIZES

will be awarded to those designs or that copy, or combination of design and copy, which, in the judgment of the jury, possess the greatest selling force, originality, artistic merit and technical excellence.

\$100 first prize, for ideas in
advertising women's apparel.

\$100 first prize, for ideas in
advertising men's apparel.

\$100 first prize,
for ideas in advertising fabrics.

\$100 first prize, for ideas in
advertising costume accessories.

\$100 first prize,
for ideas for advertising financial institutions.

To that first prize, which, in the judgment of the jury, is preeminent in these qualities, an additional prize of \$100 will be awarded. There shall be sixteen honorary mentions, including sixteen prizes of \$25 each, for such design and copy, or combination of design and copy, as possess, in the judgment of the jury, selling force, originality, artistic merit and technical excellence second only to the prize winners. The Fairchild Publishing Company will use every care and take every precaution, but cannot be responsible for any designs. If so desired, we will attempt to sell to the advertising profession the designs submitted, and will act as an intermediary between the advertisers and the artists and writers who compete. Prizes will be awarded to such designs as possess, in the judgment of the jury, the most distinguished merit in selling force, originality, artistic presentation and mechanical accuracy.

Send all material to Research Department, FAIRCHILD PUBLISHING COMPANY,
8 East 13th Street, New York City.

CONTEST CLOSES NOVEMBER 21, 1921.

CONDITIONS

The purpose of the Fairchild Publishing Company's Competition is to develop and encourage interest in the problems of advertising as these affect the Fabric and Apparel Industries. This Competition is freely opened to everyone. Text or drawing, or combination of text and drawing, will be acceptable. We wish to include both the artist and the copy writer. Material submitted to the jury may be the work of a single individual or the composite effort of two or more individuals working together on the complete presentation of an idea. All material submitted, whether winning a prize or not, remains the property of the contestants. Each design must be marked clearly on the back with the name or the names of the contestants, the address, and the price at which this design may be sold. No entrance fee will be charged, nor commission in any form accepted.

MEMBERS OF THE JURY

Charles Dana Gibson,
Chairman.
Stewart Culin,
Curator, Brooklyn Museum.
Amos Stote,
N. W. Ayer & Son, Phila.
Joseph A. Judd,
Pres., Joseph A. Judd Pub'g Co.
"Arts & Decoration," New York.
Edward Penfield,
Pres., Illustrators' Association.

M. J. Vogle,
Advertising Manager,
Bonwit Teller & Co., N. Y.
M. D. C. Crawford,
Fairchild Publications, N. Y.
Owen Rossetter,
Display Manager,
Wm. Filene Son's Co., Boston.
F. W. Cowlishaw,
Advertising Manager,
R. H. Macy & Co., New York.

John Sullivan,
Sec'y, Ass'n National Advertisers.
Salem Baskin,
Advertising Manager,
B. Kuppenheimer & Co., Chicago.
Rowe Stewart,
Bus. Mgr., Phila. Record & Pres.
Ass'n Adv. Clubs of the World.
Charles M. Connelly,
Advertising Director,
Chas. Peabody, Troy.

ANNOUNCEMENT

THE FIRST ANNUAL FAIRCHILD PUBLICATION COMPANY'S COMPETITION FOR

IDEAS

For advertising textiles and apparel, is open without charge or restriction to everyone.

Text and drawing or combination of text and drawing are equally welcome.

We organized this competition in order to establish in the minds of the public an understanding of the great mechanical and artistic achievement of the fabric and costume industries in America!

For a better understanding in the Costume and Textile industries, of the **power, efficiency and economy** of scientific publicity as a method of distribution.

And, as an expression of our confidence in the vision, ability and taste of the writers and artists of America to visualize these **IDEAS**.

The closing date is November 21.

All inquiries should be directed to

RESEARCH DEPARTMENT

FAIRCHILD PUBLISHING CO.

8 EAST THIRTEENTH STREET

NEW YORK CITY



What Then Is a Clever Advertisement?

Clever people and clever advertisements are pretty much alike. They are apt to be *just clever*.

Some are so clever, you remember how clever they are, and forget *what* it is they are clever about.

In the course of our sixteen years of Business Building, we have sat on the fence and seen a lot of clever speedsters go buzzing by.

But it's been our observation that the good old-fashioned brand of plain every day "hoss sense" climbs most of the real selling hills.

In fact such common sense is at times so conspicuously *uncommon*, that its use gives the user so unique a position as to be credited with being clever.

Being clever is dangerous.

Being *credited with being clever*, is highly desirable.

If the "plain every day hoss sense" brand of advertising appeals to you, let's talk things over together.

TUTHILL ADVERTISING AGENCY
L. W. C. Tuthill, President
1133 BROADWAY
NEW YORK

Courtesy in Salesmanship Wins \$50 Prize

"SAMMY," said Mr. Clark, "courtesy has a cash value—always. Salesfolks who are invariably courteous are invariably just so much better salesfolk and their services are worth just so much more money. The customer may excuse ignorance of the goods or other shortcomings, but he will never forgive indifference—nor will he forget it.

"Courtesy has a cash value—take the case of George A. Gillingham, for example."

"Who?" asked Sam.

"Oh, I know you don't know him, but Mr. Gillingham was recently declared the most courteous ticket seller in New York."

"You might almost say the only courteous ticket seller in New York," remarked Sam.

"No, it isn't as bad as that," returned Mr. Clark, with a smile. "But let me tell you about Mr. Gillingham.

"In the northeast section of the Pennsylvania station, behind one of the ticket windows, stands an alert-appearing chap whose business it is to deal daily with that most hectic class of individuals—the traveling public. Tremulous old women, snappish spinsters, brusque business men, fresh youngsters—day by day they file past this ticket window in the northeast section of the Pennsylvania station and always their wants are supplied with unfailing courtesy and a ready smile.

"One morning there appeared at the window a particularly exacting and rather slow-witted traveler who made a number of minute inquiries regarding railroad and sleeping car rates and timetable schedules between New York and Kansas City. This information was first furnished verbally but the passenger then requested that the ticket-seller put it down in writing. This took trouble and time but it was done with the greatest cheerfulness.

Reprinted from "The Kodak Salesman."

An hour later the passenger returned. He had lost the memorandum and would the ticket-seller write out the information again? He would and did—with a smile.

"The passenger then decided to buy his ticket but insisted that payment be made by check. The ticket-seller explained that this was impossible under the rules of the company by which he was employed. The passenger grew insistent—the ticket-seller remained polite. It was all in the day's work. There were all kinds of travelers but only one way to treat them—courteously, patiently.

"And that was the reason that Mr. Gillingham was awarded fifty dollars and the distinction of being the most courteous ticket-seller in New York City.

"You see this exacting passenger, Sammy, was just posing as such. He really was a trained investigator employed by one of the big metropolitan dailies that had offered fifty dollars' award to the most courteous ticket-seller in the city and was conducting the competition.

"Sammy, it pays to be polite—it may not pay fifty dollars out of a clear sky, but courtesy is a quality that is bound to be rewarded.

"Not that money should be the chief inducement.

"What do you suppose Mr. Gillingham said when he was asked why he was so unfailingly courteous? Here's his answer:

"By being polite I can serve twice as many passengers."

Charles Hendy, Jr., Joins Simplex Corporation

Charles Hendy, Jr., who has been manager for several years of the Chicago plant of the Ford Motor Co., has withdrawn from that company to join the Simplex Corporation, Chicago, manufacturer of Simplex Theftproof Auto-Locks. Mr. Hendy becomes vice-president and general manager of the Simplex Corporation.

Glaxo's Large Sales Abroad

In announcing a stock-issue in England the proprietors of Glaxo, the infant food, state their 1920 sales at £1,413,425. In 1911 the figure was £14,508—very nearly a hundredfold increase.

The New Wilson & Company Industrial Representation Plan

Complete Machinery for Election and Adjustment Presented by Joint
Committee

A NUMBER of representatives elected by the employees of Wilson & Company met with an equal number of representatives chosen by the management to draw up a plan of representation. After several meetings at which suggestions were made by both management and labor, a tentative plan was brought in and presented to all employees. The plan, together with copies of the minutes of the various sessions at which it was drawn up, is being printed in the employees' magazine. Since this plan, drawn up in free discussion, the joint product of both men and management, takes up such timely questions as the guarantee of independence of action, recall of representatives, decisions affecting wages, and the like, it is printed herewith in full.

PURPOSE

To establish a better understanding and closer co-operation between the employees and the management and to provide a means for the adjustment of all Industrial Relation problems by representation of all interests involved in accordance with right principles.

There shall be organized a Joint Representative Committee composed of Representatives of the Employees and an equal number of Representatives of the Management. The Employees' Representatives shall be elected by the employees. The Management Representatives shall be appointed by the Management. Both shall at all times have an equal voice and voting power in the consideration of matters coming before the Joint Representative Committee.

Any employee or group of employees, or the management, may at any time present suggestions, requests or complaints to the Joint Representative Committee

for consideration and adjustment.

The Joint Representative Committee may consider and make recommendations on all questions relating to wages and hours, employment and working conditions, safety and prevention of accidents, health and plant sanitation, education and Americanization, recreation, athletics and entertainment, works' practices, methods and economics and such other matters as would be of mutual interest to the employees and the management, or of special interest to the employees.

(Due to the fact that in the present agreement between the U. S. Secretary of Labor, U. S. Secretary of Agriculture, U. S. Secretary of Commerce and the Packing Industry, all questions affecting wages, hours and working conditions must be referred to Judge Alschuler, U. S. Labor Mediator, until September 15, 1921, and no action can be taken by the Joint Representative Committee on such questions until after the expiration of the present working agreement.)

It shall afford full opportunity for the presentation and discussion of these matters.

The Joint Representative Committee may on its own motion investigate matters of mutual interest and make recommendations thereon to the Plant Management, and the management also may refer matters to the Joint Representative Committee for investigation and report.

The Joint Representative Committee shall be concerned solely with the policies of the company relating to the matters heretofore mentioned. When the policy of the company as to any of these matters has been determined, its execution shall remain with the management, but the manner of that execution may at any time be subject for the consideration of



A Key to Foreign Markets

Advertising signs have been important factors in the unlocking of foreign markets to American products.

Signs can speak in every tongue. The above "Ing-Rich" Sign translated into Spanish furnishes the same sales stimulus in Mexico that it does in the States.

"Ing-Rich" Signs are particularly well adapted for foreign service. The ordinary painted or lithographed sign lasts only a few months in hot or damp climates. The solid porcelain colors of "Ing-Rich" Signs withstand the worst climatic conditions for years.

An "Ing-Rich" Sign and descriptive literature will be sent you free on request.

INGRAM-RICHARDSON MFG. COMPANY
College Hill Beaver Falls, Pa.

ING RICH
PORCELAIN ENAMELED IRON
SIGNS
*Fadeless Publicity in
Everlasting Porcelain*

Built on Rock

THE corner-stone of honestly successful business is service.

When a business institution grows naturally to be the largest in its field that is proof of the value of the service and of the spirit and skill with which it is rendered.

Dollar honesty—the giving of honest quality—is not sufficient. These alone would not have given Electrotyping headquarters its present dominant position as the largest ad-plate makers in the world.

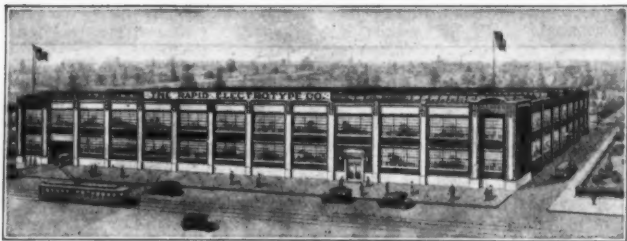
Co-operation is the vital force—co-operation personally and intelligently applied to the individual requirements of every order we handle for our clients. Originality in conceiving new manufacturing ideas, and initiative in applying them, has increased constantly the value of our service.

Our new home is monumental evidence of what that service has meant to our clients and ourselves. Ask any five national advertisers you may think of. It is entirely probable that we are serving three out of the five, and they will undoubtedly tell you what we mean by,

"We Co-operate!"

THE RAPID ELECTROTYPE CO.
CINCINNATI

CHICAGO DETROIT NEW YORK
602 Monadnock Bldg Kresge Bldg. 200 Fifth Avenue



The New \$400,000 Home of Electrotyping Headquarters Wholly Occupied by The Rapid Electrottype Company

the Joint Representative Committee.

The "Certified News" shall be used to acquaint all parties concerned with the activities promoted by the Joint Representative Committee, and shall publish the proceedings of all meetings and conferences, and all other items in which employees are likely to be interested.

GUARANTY OF INDEPENDENCE OF ACTION

Every Representative serving on any Joint Representative Committee or General Representative Committee shall be wholly free in the performance of his duties as such, and shall not be discriminated against on account of any action taken by him in good faith in his representative capacity. To guarantee to each Representative his independence, he shall have the right to appeal directly to the President of Wilson & Company for relief from any alleged discrimination against him.

The basis of representation shall be as follows:

In plants employing under 300 employees, one representative for each 50 employees, or major fraction thereof.

Plants employing 300 to 750 employees, one representative to each 75 employees, or major fraction thereof.

Plants employing 750 to 1,500 employees, one representative to each 100 employees, or major fraction thereof.

Plants employing 1,500 to 3,000 employees, one representative to each 150 employees, or major fraction thereof.

Plants employing over 3,000 employees, one representative to each 200 employees, or major fraction thereof.

In order that the different departments may be fairly represented, each plant shall be divided into voting divisions as below, and each division shall be assigned its proper number of representatives based upon the average number of persons normally employed therein.

Group No. 1—Beef, Sheep and Veal Division.

Group No. 2—Pork Division.

Group No. 3—Manufacturing Division.

Group No. 4—Mechanical Division.

Group No. 5—Miscellaneous Operation Division.

The Joint Representative Committee may change the voting division whenever necessary to secure complete and fair representation.

QUALIFICATION OF EMPLOYEE REPRESENTATIVES AND VOTERS

No person shall be eligible for nomination as Employee Representative from any Voting Division except an employee of that Division.

Foremen, assistant foremen, clerks, timekeepers, employees having the power of supervision, employment or discharge, shall not be eligible for nomination.

Only employees who are citizens of the United States, twenty-one years old or over, who read, write and speak the English language, and have been continuously in the Plant's service for one year immediately prior to nomination, as shown on the records of the Employment Department, shall be eligible for nomination as Employee Representatives.

All employees shall be entitled to vote who have been in the Plant's service for one month, except foremen, assistant foremen, clerks, timekeepers, and employees having the power of supervision, employment or discharge.

Nominations and elections of employees' representatives shall be by secret ballot. Nominations shall be held on the first Monday in May of each year, elections to be held on the second Monday in May of each year.

The elected employees' representatives shall take over their office on the third Monday of May each year, and shall serve for a period of one year, or until their successors are elected.

Notice of the time appointed for nominations and elections shall be given by bulletins posted publicly in the plants at least one week before the date set for the nominating ballot.

Nominations shall be made in the following manner: One week before the date fixed for the election, a nominating vote shall be taken. A blank ballot stating the number of Representatives to be nominated from his Voting Division will be offered to each eligible employee present at work on the date of the Nomination, including all the workers of the night shift, if any.

On his ballot the employee will write the name of the person he desires to nominate. If his Voting Division is to elect one Representative, then one name shall be written on the ballot; if his Voting Division is to elect two Representatives, then two names, and so on.

Any ballot containing more names than the number of Representatives to be elected from that Voting Division shall not be counted.

Employees will deposit their ballots in a locked box carried by a teller representing the employees, who shall be accompanied by a timekeeper. When all who desire have voted, the timekeeper and two employee watchers shall open the ballot box and count and record the votes, in the presence of the Joint Representative Committee.

In Voting Divisions from which one Representative is to be elected, the two persons receiving the highest number of votes shall be declared nominated. If a Voting Division is to elect two Representatives, then the four persons receiving the highest number of votes shall be declared nominated, and so on.

If any person nominated is disqualified under the provisions of this plan, then the properly qualified candidate receiving the next highest number of votes shall be declared the nominee.

The results of the balloting and the names of the nominees shall be posted in the Plants as soon as the votes have been counted and the nominations declared.

One week after the nominations are held, the election by secret ballot shall be held in the same manner as for nominations, except

that at the election only the names of the persons who have been duly nominated shall appear on the ballots, and these persons alone can be voted for.

The name of the nominee receiving the highest number of votes shall be placed first upon the election ballot; the name of the nominee receiving the next highest number shall be placed next on the election ballot, and so on.

At the election the candidate or candidates receiving the highest number of votes in his or their Voting Division shall be declared elected members of the Joint Representative Committee.

A tie vote shall be decided by lot.

If any Employee Representative leaves the service of the Plant, or becomes ineligible for any of the reasons stated in this plan, or is recalled as provided, the vacancy or vacancies shall be promptly filled by special nomination and election, conducted under the direction of the Joint Representative Committee in the same manner as regular nominations and elections. Vacancies among the Management Representatives shall be filled by appointment by the Management.

RECALL OF EMPLOYEE REPRESENTATIVES

If the services of any Employee Representative become unsatisfactory to the Employees of the Voting Division from which he was elected, he may be recalled in the following manner:

Whenever a petition is filed with the Chairman of the Joint Representative Committee signed by not less than one-third of the Employees of each Department in a Voting Division, asking for the recall of their Representatives, a special election by secret ballot shall be held in that Voting Division under the direction of the Joint Representative Committee, to decide whether such Representative shall be recalled or continued in office.

If at such election two-thirds of the employees of each Department in a voting Division vote in favor of recalling their Representative,

The Neighbor Next Door

The present census of Canada will show a population of over 9,000,000. It may reach 10,000,000.

This is about equal to the populations of the States of Arizona, Colorado, Delaware, Florida, Idaho, Maine, Montana, Nevada, New Hampshire, New Mexico, Oregon, Rhode Island, South Dakota, Utah, Vermont, Wyoming and Washington combined.

The wealthy and prosperous province of Ontario contains about one-third the population of the entire Dominion. Toronto and suburbs has a population of over 600,000. The province of Ontario, over 2,700,000.

Facts About Canada

Population of Canada—over 9,000,000.

Money invested in Canadian industries—Over \$3,000,000,000.

Wages paid in 1918 (last available figures)—\$629,490,863.

Average savings bank deposits, per capita—Over \$300.

Average bond holdings per capita—\$250.

American branch factories in Canada—Over 300.

Total trade ending March 31, 1921—\$2,429,288,757.

Houses—1,800,000.

Extent—Over 4,000,000 square miles; 400,000,000 acres fitted for agriculture.

Average farm—From 50 to 200 acres, values at an average of \$9,000.

1921 harvest—Estimated at 300,000,000 bushels.

The Toronto Daily Star

(Daily and Sunday Editions)

Dominates this great provincial market. It has the largest quality circulation of any evening newspaper in its entire field.

Daily Star—June average, 103,800; 71,000 in Toronto, 32,800 in the province

Sunday Edition—126,000; 91,000 in Toronto, 34,000 in the province.

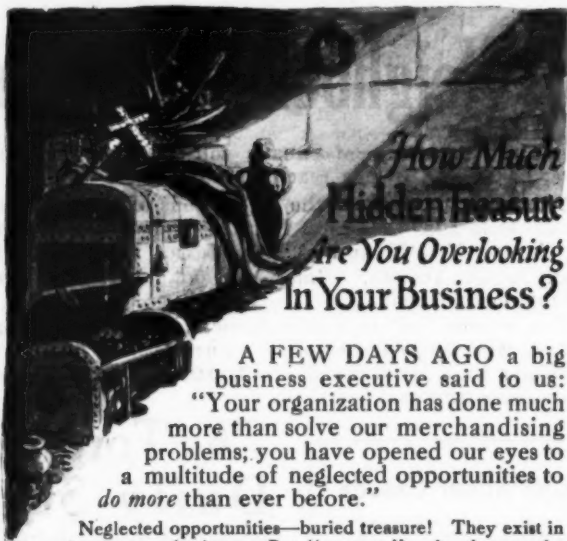
Consult our United States Representatives:

CHAS. H. EDDY CO.

**Fifth Ave. Bldg.,
New York**

**People's Gas Bldg.,
Chicago**

**Old South Bldg.,
Boston**



A FEW DAYS AGO a big business executive said to us: "Your organization has done much more than solve our merchandising problems; you have opened our eyes to a multitude of neglected opportunities to do more than ever before."

Neglected opportunities—buried treasure! They exist in almost every business. But "nearness" only obscures the vision. It takes an experienced eye, an outside viewpoint, to detect them. That is the work of our Advisory Board of seven practical merchandising men. It was this Board that took a "backyard" business and developed it until today the concern has customers in twice-a-dozen states. It was this Board that showed a manufacturer how to get \$30,000 worth of business in sixty days from a mailing list of 3,000 names. It was this Board that increased the sales volume of a furniture manufacturer *more than five-fold*, through the use of direct advertising exclusively.

And now these experts in marketing-by-mail are at your command to help you dig for the hidden treasure in your business. They will aid you in developing neglected opportunities. Tell us something of the product you are selling or the service you are rendering. Outline your problems, if you have them. State frankly the ambitions you have for development and the obstacles you have met. If our Success-Methods can be applied to your business, we will tell you—and how. But in any event, in securing our preliminary recommendations, you do not obligate yourself to spend any money.

THE DIRECT ADVERTISING CORPORATION

W. E. HENKEL, *Chairman of the Board*

BURTON BIGELOW, *President*

A. J. RANDALL, *Secretary*

MAXWELL DROKE, *Vice-President*

B. G. SALTZGABER, *Treasurer*

527-a NORTH CAPITOL AVE.

INDIANAPOLIS, IND.

then his term of office shall immediately cease; otherwise he shall continue in office.

Any vacancy so created shall be immediately filled by a special election, as provided.

Upon election of the Employee Representatives, the Management will announce the appointment of the Management Representatives in the Joint Representative Committee, whose number shall in no case exceed the number of elected Employee Representatives.

The employees and management representatives shall each select from among their own numbers, a chairman for their respective divisions. There shall be appointed by the management a permanent impartial chairman and a permanent impartial secretary, who shall fulfil their respective duties without vote.

A majority of the Employee Representatives, together with a majority of the Management Representatives, shall constitute a quorum, and no business shall be transacted at any meeting where less than a quorum is present.

The Joint Representative Committee may appoint such sub-committees as it deems desirable for efficient conduct of its business. On all such sub-committees both the employees and the management shall be represented, and each group of Representatives shall have equal voting power.

The Joint Representative Committee shall hold regular monthly meetings at times fixed by the Committee. Special meetings may be called on notice by the Chairman, Secretary, or any three members of the Committee. Sub-committees shall meet whenever necessary.

The company shall provide at its expense suitable places for meetings of the Joint Representative Committee and its sub-committees and the Employee Representatives thereon.

Employees serving as members of the Joint Representative Committee shall receive their regular pay from the company during such absence from work as this service actually requires.

Employees attending any meet-

ing at the request of the Joint Representative Committee, or any sub-committee, shall receive their regular pay from the company for such time as they are actually and necessarily absent from work on this account.

Employees desiring to bring any matters before the Joint Representative Committee, or its sub-committees, may present these to the Secretary of the Committee, either in person or through their representatives. It shall be the Secretary's duty first to ascertain whether the matter has been properly presented through the regular channels, first to the Foreman of department interested, second to the Division Superintendent interested, third to the Superintendent of the Plant, fourth to the sub-committee handling such matters, and if not he shall see that this is promptly done.

If the matter is not satisfactorily disposed of in this manner, the Secretary shall submit a written statement of the matter to each member of the Joint Representative Committee before the next regular meeting.

Any employee or group of employees thus referring a matter to the Joint Representative Committee or its sub-committees, shall have an opportunity to appear before it and present the case. Any such group of employees shall select not more than three spokesmen from their own number to appear before the Committee.

The Joint Representative Committee may call any employee before it to give information regarding any matter under consideration. The Joint Representative Committee, or any sub-committee appointed by it for that purpose, may go in a body to any part of the plant to make investigations.

After complete investigation and full discussion of any matter under consideration by the Joint Representative Committee, the Chairman shall call for a vote which shall be secret, unless otherwise ordered by the Committee. The Employees' Representatives and the Management Representatives shall vote separately. The vote of a majority of the Em-

Business Conditions

never close a schoolroom. Educational work and Teachers' salaries continue regardless of crop failures, low prices or a tight money market. Surely the teacher must be a preferred customer.

You can reach the Teachers (150,000 of them) through their favorite journal—

Normal Instructor and Primary Plans

Teachers on the average are now getting 61% more money than ever---have sure jobs---well-dressed jobs---a real place in the community.

Write or 'phone for sample copy and more information.

**F. A. Owen Publishing Co.,
Dansville, N. Y.**

CHICAGO OFFICE
708-10 Republic Bldg.

Telephone
Harrison 5844

C. E. GARDNER
Advertising
Manager

NEW YORK OFFICE
110 W. 34th Street

Telephone
Fitz Roy 3269

GEO. V. RUMAGE
Eastern
Representative

employees' Representatives shall be taken as the vote of all and recorded as their unit vote, and the vote of a majority of the Management Representatives shall be taken as the vote of all and recorded as their unit vote.

Both the Employee Representatives and the Management Representatives shall have the right to withdraw temporarily from any meeting of the Joint Representative Committee for private discussion of any matter under consideration.

When the Joint Representative Committee reaches an agreement on any matter, its recommendation shall be referred to the Superintendent for execution, except that if the Superintendent considers it of such importance as to require the attention of the general officers he shall immediately refer it to the President of Wilson & Co., who may either approve the recommendation of the Joint Representative Committee and order its immediate execution by the Superintendent, or proceed with further consideration of the matter. In case of a tie vote in the Joint Representative Committee, it shall be in order to reopen the discussion, to offer a substitute or compromise recommendation, on which the vote shall be taken in the same manner as above provided.

After consideration has been given by the President of Wilson & Co. to the special question at issue, his recommendation for adjustment shall be presented to the Joint Representative Committee for their further consideration.

If after such reconsideration in Joint Committee, it is deemed impossible to arrive at a collective agreement, the Management and the Joint Representative Committee shall determine the best method by which an adjustment may be reached.

Wilson & Co. recognize the right of all employees to a fair wage and in fixing wages, rates of pay shall be established in accordance with the labor standards, wage scales and other prevailing conditions in the localities concerned.

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What is *said* in an advertise-
ment is not of first importance.
What is *suggested* is the para-
mount consideration. If an
advertisement does not in-
stantly suggest the worth of
the product, it does a slip-shod
job feebly and expensively.

Glen Buck
Advertising
Chicago

THE AUTOMOTIVE FIELD is **NOT**

dead. There is one branch of it which is busier today than it was yesterday, and will be busier tomorrow than it is today. The industry of

AUTOMOTIVE PASSENGER TRANSPORTATION

is growing at the rate of ten companies per day.

Some far-seeing manufacturers are taking advantage of this.

T. L. BEACH, President

CABLE ADDRESS "SANDOW"

SANDOW MOTOR TRUCK CO.

CAPITALIZATION \$2,000,000.00

MANUFACTURERS OF

TAXI CABS MOTOR TRUCKS

MAIN PLANT

3383 GRAND AVENUE, CHICAGO

PHONE: ALBANY 8200-8201

LONG DISTANCE: ALBANY 800-800



CITY SALES
1821 NICHOLSON AVENUE
PHONE CALVERT 7045



PLANT NO. 2 1700 W. 10TH ST.
SERVICE PARTS STATION
200 W. LASE ST.
PHONE CAMPFIELD 475

June 23, 1921.

National Taxicab & Motor Bus Journal,
120 Ann Street,
Chicago, Illinois.

Gentlemen:-

Attention Mr. Claude Hooker

The first full page advertisement in the National Taxicab & Motor Bus Journal has not only greatly pleased us but far exceeded our expectations in the number of splendid inquiries that we have received up to this time.

We have received up to now, nineteen (19) direct inquiries from this advertisement and among these inquiries are some of the largest taxicab operating companies in the United States, for instance, one from New York, Pittsburgh, Philadelphia, Kansas City, San Francisco, Portland, Oregon, etc.

We are preparing some new copy for your July issue and you may rest assured that we will be a constant advertiser in your publication.

Very truly yours,

SANDOW MOTOR TRUCK COMPANY

Wm. E. Shuey
Sales Manager.

772.7

These 19 inquiries were for 300 new taxicabs
A BUSINESS JOURNAL FOR EXECUTIVES AND OWNERS OF FLEETS

NATIONAL TAXICAB AND MOTORBUS JOURNAL

122 ANN STREET

CHICAGO, ILL.

We have a weekly confidential service for contract
advertisers which contains very valuable information.

Decisions affecting wages made by any Joint Representative Committee shall be subject to revision whenever changed conditions justify, but not oftener than at six months' intervals.

There shall be no discrimination under this plan against any employee, because of race, sex, political or religious affiliation or membership in any legitimate society, fraternity, labor union or other organization.

This plan may be amended by the Joint Representative Committee by a majority vote of all the duly elected employee representatives, together with a majority vote of all the management representatives. Amendments must be proposed in writing at a regular meeting and no vote shall be taken thereon until the regular meeting following such presentation. No amendment shall be adopted that will destroy or limit the equal voting power of the Employee Representatives and Management Representatives in the Joint Representative Committee.

Advertises Sea Trips by Wholesale Method

A method of selling trips by sea at wholesale, as it were, is now being used by the Clyde Steamship Co. A recent advertisement offers a 2,000-mile tour, with eight days on the water, including all steamer expenses, for a flat price, according to the stateroom selected.

Sailings are to be made each week during July, August and September. The first leg of the journey would take the passenger from New York to Charleston, S. C., where time is to be allowed for a shore visit. The second stage takes patrons to Jacksonville, Fla., from which a trip is made up the St. Johns River and back. Three days are then occupied in making the trip back to New York.

The usual method of steamship advertising is to offer a trip from point to point, in retail style. But offering a round trip to cover a definite period at a specified price is better calculated to appeal to a public which is just now wondering as to the best plan for spending vacations. The price—\$75 minimum—is named in large type.

In Outdoor Advertising

Charles S. Fredricks, recently vice-president of the Aerothrust Engine Company, La Porte, Ind., has been appointed general manager of the Brumbaugh System, outdoor advertising, Chicago.



Quality • Quantity Character

ALL THREE are of importance to advertisers, but to Advertisers of High-Class Goods and Service *Quality* and *Character* of a medium are vastly more important than *Quantity* of Sale.

Very few *Quality* mediums have great *Quantity* sales but are none the less valuable for High-Class Advertising in their special fields.

But "PUNCH" has *All Three* attributes to an extent granted to no other British medium of its class:

Quality, Quantity and Character

which happy combination of values accounts for the fact that its pages are always full of the most desirable advertising.

ROY V. SOMERVILLE
Advertisement Manager "PUNCH"
10 Bonnerie Street, London
E. C. 4, Eng.

Newark Morning Ledger

NEWARK, NEW JERSEY

Alone in morning field in
community of a million
population.

*A morning newspaper with all
usual home features, including
comics and woman's page.*

Average daily circulation
for June

30,638

Only 495 in the Country

MEMBER A. B. C.

One Rate to Local and
National Advertisers

Foreign Representatives:

CONE, HUNTON & WOODMAN, Inc.

Catalogue Man

We have a place in our organization, which is one of the largest wholesale shoe accessories houses in the South, for a man with a well grounded knowledge of advertising copy writing and layouts. Must also have practical knowledge of merchandising through direct advertising.

The successful applicant must use own initiative in getting out general circulars, sales-letters and catalogues. The catalogue will be issued at least three times a year. To the man who can handle this work successfully and at the same time work in conjunction with our organization, we offer this splendid opportunity to get ahead in our long-established and fast-growing business.

In reply please state age, experience and salary expected, and send photograph.

Address: "J. H. W.," Box 70,
care Printers' Ink.

The Bank's Attitude Toward Advertising

(Continued from page 10)

business is to get back to normal. Due to the fact that there would seem to be a decided difference of opinion between the small bankers and the big bankers, it would seem that the first job is up to the latter. They should educate their small-town brothers upon the meaning of advertising and show what better selling methods mean, and then convince them that it pays to lend money to the aggressive and progressive men of their communities. It is time that they convinced them that the conservative manufacturer is not necessarily the one who does not advertise and watches his sales being taken away from him by his more aggressive competitor who does.

In this connection the idea of the Mercantile Trust Company, of St. Louis, might be slightly changed and used by the big banks.

This bank sent out a booklet called "What You Expect of Your Banker," and its foreword urged other banks to advertise. It said "In this day of buyer's markets practical publicity is *necessary* in the selling of any commodity, and service is a commodity."

This idea deserves wider distribution and acceptance among the smaller banks of America.

One more thing the big-city bank might suggest, both to themselves and to their friends in the smaller community, is a new department in charge of a man who, in connection with the credit department or new business department of the bank, would be an expert upon sales and merchandising possibilities. If not an expert, he should know where to get such advice. When a manufacturer comes to him for a loan to be used for more aggressive sales and advertising, he might ask him questions like these:

Are the goods which you are making inherently right to be advertised? If so, are they being advertised, or will you advertise them in a progressive and modern



NATIONAL ASSOCIATION OF NEWSPAPER EXECUTIVES

Consolidated with DAILY NEWSPAPER ADVERTISING MANAGERS ASSOCIATION

NEWSPAPER DEPARTMENT OF A. A. C. OF W.

Office of the President
A. L. SHUMAN
Advertising Manager & Treas.
STAR-TELEGRAM
Fort Worth, Texas

July 11, 1921.

New York World,
New York, N.Y.

Dear Mr. Chapman:

I wish to take this opportunity of congratulating the World on winning the contest for the best exhibit of merchandising surveys at the last meeting of the National Association of Newspaper Executives held in Atlanta in June.

This contest was a truly notable event in compiling research work done by the Merchandising Departments of newspapers throughout the Country. The fine examples submitted constituted most eloquent evidence of the forward steps which have been taken by progressive newspapers throughout the Land, in their efforts to be of real service to advertisers and agencies. It speaks well for the World that the judges in this contest, seven in number, - five agency men and two newspaper men - awarded first place to the New York World.

With best wishes, I am

Yours very truly,

A. L. Shuman
President,

NATIONAL ASSOCIATION OF NEWSPAPER
EXECUTIVES.

ALS:s

Advertisers of Things Electrical

and their Advertising Agents are invited to send for copies of the

**"Investigation of Trade Conditions Governing
the Sale of Electrical Appliances"**

that won first place for New York's First Newspaper

Advertise in Newspapers by the Year

THE NEW YORK WORLD'S MERCHANDISING DEPARTMENT

Mallers Bldg., Chicago Pulitzer Bldg., New York Ford Bldg., Detroit

The Evening World

Wanted—A Sales Manager

Here is a real opening. It offers five-figure earning possibilities, together with the advantages of a permanent connection with one of the most substantial manufacturing industries in its field. The merchandise is sold in connection with service. Possibilities are tremendous and past and present records, while very large, represent simply an index to what organized effort, such as is now contemplated, can produce. The man who is to occupy this chair must be able to demonstrate his own ability to sell before he enters on the work of directing other men. He must be willing to thoroughly prepare himself for the position as a life work. In writing, outline your qualifications and experience fully to insure consideration. In confidence, of course. Address

"F. W.," BOX 74, CARE OF
PRINTERS' INK

WANTED

*Sales Manager
for Grocery Specialties*

MANUFACTURER in mid-western city developing line of grocery specialties needs sales manager to take charge of selling and merchandising. Must be business man as well as sales manager. Reasonable salary and bonus to start with opportunity later to become financially interested. Reply fully giving us fundamentals of merchandising you would apply to move condiments and stating education, past experience, work accomplished, references and salary desired. Replies and references treated confidentially until after interview. Address "D. L.," Box 71, care Printers' Ink.

way? What preliminary market investigations have been undertaken by you or for you, and what selling tests; what laboratory experiments to improve the product and make it fit more closely into the sales and market possibilities? Have you done all you can to standardize your line so as to cut out the unprofitable items and concentrate upon one leader or a few leaders? Are you sure that you are pushing the right leader? Is there some other product in your factory not now being pushed which has bigger sales possibilities? Are you making use of all your possible sales outlets? What are you doing to suggest to consumers new uses for your product so as to increase your possible market?

This type of questions and a few more along the same lines would give the bank an insight into a man's market possibilities and fitness for an advertising loan. It would put loans to advertisers upon a scientific and not upon a chance or speculative plunging basis. If the bank's advertising counselor found only superficial investigation upon market possibilities, inadequate data, poor quality, he would turn down the loan. If he found positive good points where they should be, he would recommend that the loan be granted.

The surest way for a town to lose prestige and business is for its banker to urge the manufacturers there to stop advertising. The best way to hurt a community is to refuse credit to its progressive manufacturers, and the progressive manufacturers are, very often at least, the ones who believe in advertising as a modern sales aid. Scientific investigation on the part of the small-town banker is needed now, instead of old-time prejudices founded upon a lack of knowledge of the facts in the case.

Joins St. Paul Lithographer

Harry L. Roberts for the last fourteen months copy chief of the Keeshen Advertising Co., Oklahoma City, is now advertising manager of the Brown, Blodgett & Sperry Co., lithographer and printer, of St. Paul, Minn.

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SMITH, STURGIS & MOORE, Inc.

Successors to Collin Armstrong, Inc.

General Advertising Agents
1463 Broadway, at 42nd Street
New York

TORONTO, Lamsden Building

MONTREAL, The McGill Building

PARIS, 31 bis Faubourg Montmartre

LONDON, Premier House, Southampton Row, W. C. 1.

The Right Angle in Advertising

NOTICE

The National Gravure Co. has reorganized its business and added to its facilities for handling the rapidly increasing demands for Gravure.

The Company will be known in future as the "National Rotary-Gravure Corporation," 54 Lafayette St., N. Y. Telephone Franklin 5889.

The "National" plant, modern in every respect, with trained men in all departments, assures its patrons the highest grade of Gravure, plus the most efficient service. "NATIONAL" Gravure Is Quality Gravure.

National Rotary Gravure Corp.

Population 66,138 Trading Centre for 100,000

Brockton, Massachusetts. The Great Shoe City filled with workers and winners. Earning millions in wages. Paper established 1880

Brockton Daily Enterprise

Printing 19,500 Daily

Flat Commercial rates 6½ cts. per line, 91 cts. per inch

Afternoon Paper, Sells for 2 cents

Averages nearly 2 pages of want advertisements



PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING COMPANY
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. President and Secretary, J. I. ROMER. Vice-President, R. W. LAWRENCE. Treasurer, DAVID MARCUS.

Chicago Office: Peoples Gas Building, 122 S. Michigan Blvd., KIRK TAYLOR, Manager.

Atlanta Office: 1004 Candler Building, Geo. M. KOHN, Manager.

St. Louis Office: Post Dispatch Building, A. D. MCKINNEY, Manager.

San Francisco Office: Examiner Building, W. R. BARANGER, Manager.

Canadian Office: Lumsden Bldg., Toronto, A. J. DENNE, Manager.

London Office: 233 High Holborn, W. S. CRAWFORD, Manager.

Paris Office: 31bis Faubourg Montmartre, JEAN H. FULGERAS, Manager.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Foreign Postage, \$2.00 per year; Canadian, \$1.00.

Advertising rates: Page, \$100; half page, \$50; quarter page, \$25; one inch, minimum \$7.70. Classified 55 cents a line, minimum order \$2.75.

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FREDERICK C. KENDALL, Managing Editor
JOHN ALLEN MURPHY, Associate Editor
ROY DICKINSON, Associate Editor
R. W. PALMER, News Editor

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Roland Cole Edward T. Tandy
Roy W. Johnson C. B. Larrabee

Chicago: G. A. Nichols
London: Thomas Russell

NEW YORK, JULY 21, 1921

Welcome the Small Order

There is a certain industry known to PRINTERS' INK, the leaders of which consider themselves extremely ill-treated persons. There are at least a half dozen manufacturers in it, no one of whom has received a substantial order in months. They are getting a fairly steady business of a kind, but it is coming in in dribbles. Individual orders are small, calling for lots of a dozen or two dozen at a time instead of the grosses which used to be a commonplace.

These manufacturers are filling the orders, but they are doing it with ill grace. They are impatient with dribbles; they are dreaming of the good, round, smacking orders of eighteen months ago, and judging by their

attitude, they will not be happy till they get them.

Failure to recognize changed conditions and inability to become reconciled to such changed conditions are weaknesses characteristic of many human beings. They cannot accept the inevitable in fact; they are disposed to deny to the last that there are such things as inevitabilities.

It is well to be optimistic, but only that optimism is sound which gives proper consideration to bald facts. In many cases the dribble order is the only one possible today. Dealers and jobbers are compelled by conditions to be conservative, and though they may overdo it at times, they cannot be blamed if they place orders only when their stocks are depleted. And they are not to be criticised if they rely more on quick turnover than on heavily loaded shelves.

Wiser are those manufacturers who accept the dribble under present circumstances and give it a welcome. Still wiser are those who not only accept it but encourage it. These men recognize in the dribble order from old accounts the thing that is keeping their organization intact. If it is from a new account, they see in it the germ, the embryo, that will be a valuable asset when the next upturn brings about a healthy growth.

The encouragement they are giving the small order is not merely passive. They are building up a repeat system by catering especially to small and frequent orders. They tell the dealer that he is on the right path. They make him special offerings and furnish him with special order blanks. They send him reminders by mail in between salesmen's visits. They show him that they can make speedy deliveries and point out to him how small shipments can be made economically. Far from scorning the small order, they are building on it. They are accomplishing something constructive, while the others are wasting time lamenting because "things are not like they 'useter' was."

Things go in cycles and the day of the fat order will return again in due course. But the farsighted man is he who makes the most of half a loaf when there is no bread.

Getting the Range on Dealer Helps

There has been witnessed, of late, a noticeable improvement in the quality of the help afforded dealers by manufacturers. Instead of the customary preachment concerning the importance of co-operating with the manufacturer, retailers are receiving assistance which gets away from the selfish point of view and looks to the future instead.

There is the Winchester Repeating Arms Company plan described in *PRINTERS' INK* recently. This company has prepared a line of helps which gives dealers an opportunity to cash in on their own individuality. There is no stamp of the "canned" advertisement about them. It is rather with the purpose of making the merchant a better advertising man than to push a specific article or line that the selling aids are designed.

The Twinplex Sales Company, by getting dealers' criticisms and suggestions, adopted an entirely new copy plan which is keeping the company's literature out of the waste-paper basket. The Western Electric plan of copy layouts permits the retailer to write the first paragraphs of his advertisements, listing satisfied customers, enumerating stock on hand, giving details of time and terms of installation, featuring testimonials or other material he may select.

Printers' Ink Monthly has recounted the Edison plan which makes it easy for retailers to use the helps. This same article mentioned how wastage of advertising cuts and electros is being prevented by the company's plan of sending such material direct to the newspapers, the merchant merely sending in a list of insertion dates. Libby, McNeill & Libby do away with indiscrimi-

nate distribution by having salesmen distribute retail helps.

It would be an easy matter to quote from recent issues of *PRINTERS' INK* and *Printers' Ink Monthly* a number of other plans all tending to give the merchant selling aids which will actually open tightened purse-strings. All this is encouraging. It gives indication of an awakening, on the part of the manufacturer, to the importance of the retailer and the need of helping him make that quick turnover which is supposed to be synonymous with handling nationally advertised merchandise.

Advertising Alternatives for Afternoon Tea

The California Associated Raisin Company has come out with a page announcements of a miniature Sun-Maid Seedless Raisin package selling for five cents. Back of the advertising is a merchandising idea of interesting possibilities.

Boiled down, the plan is designed to take advantage of the "between meal" market. In other countries, although three meals a day is the customary thing, the custom is firmly entrenched of indulging in a light repast in the afternoon. Who, for example, ever heard of an Englishman passing up his afternoon tea?

In our own country there is no time for the elaborate afternoon refreshment. Nevertheless many a business man has his own private cure for the three o'clock fatigue. It may take the form of a chocolate bar, ice cream during the hot weather, crackers or what not. Here is a market of no picayune sales possibilities. It is found not only in the business office, but in the home, where a part of the afternoon is generally a rest period.

To our notion, however, the most important phase of this project is the way the new package will act as a market broadener. Formerly raisins were sold principally through grocery stores. Now the miniature package can be obtained in drug, candy and cigar stores.

Further, the small package will

tease many persons to buy who would not have invested in a larger quantity. The confectionery possibilities of raisins have not been realized. The majority of folks are not acquainted with the delicious munching qualities of this fruit. Why? Simply because the idea was not merchandised. Raisins were packed in too large cartons for personal use. They were not distributed intensively enough to encourage frequent purchases. The five-cent package, properly pushed, will overcome these objections.

A Sore Spot in the Sales Force

A certain manufacturer learned one day recently by accident that though his sales force was turning in a reasonably satisfactory number of orders, it was doing it in no cheerful spirit. In fact, an investigation showed that the salesmen were entertaining a distinct grouch against the firm and were going about their duties in a sulky fashion. The sales manager was consulted, but he declared that the men had made no complaints to him as to anything wrong.

The head of the firm became aroused. He called a few representative salesmen into his office one after the other and urged them to relieve their minds if they were carrying on them anything of an oppressive nature.

The source of the grouch was soon located. Most of the salesmen were comparatively new men; that is, they had been taken on after a recession in the high tide of business had set in a year previously, and had been put to work according to a new intensive sales plan. It was found that these men had suddenly become secretly suspicious and jealous of the firm's greatly expanded advertising. Somehow the feeling had got abroad that this advertising was "taking work" away from the salesmen; in fact, that the advertising department was a rival of the sales department.

This is an old story to some firms, which have long ago disposed of this difficulty, but it was

new to this manufacturer. He had taken it for granted that his sales force was "sold" on the firm's advertising. And so it was in the pre-war period. But the manufacturer then realized that the personnel of his sales force had undergone many changes since that time and that nothing had been done in several years to acquaint it with the real place and function of the advertising campaign.

The manufacturer saw a light. He realized that the real blame rested on the firm and he lost no time getting the advertising and sales departments to understand each other.

It is a question whether this condition does not prevail, unsuspected, in other organizations. Because your salesmen once understood your advertising, are you sure that they now do? Has your advertising campaign taken any new turns that have not been fully explained to the sales force? Is there any lingering suspicion in one department of the other? Have you done anything to "re-sell" your sales force on your present advertising?

If there are sore spots in your organization they may not become immediately apparent and they may never reveal themselves openly, because nowadays men are holding to their jobs; they are not making complaints for fear of loosening their tenure. But these sore spots must be located, otherwise they will cut down the efficiency of the organization and reduce your sales.

Becomes Publishers' Representative in Boston

Harry H. Stone, for the last four years associated with John Donnelly & Sons, outdoor advertisers, has resigned to enter business for himself as publishers' representative in Boston, representing *The Drama*, Chicago; *Shipping*, New York, and *Financier*, New York.

C. E. Austin Leaves Heegstra Agency

C. E. Austin has resigned as secretary of H. Walton Heegstra, Inc., Chicago advertising agency. His future plans have not yet been announced.

A DIFFERENCE IN RAGS



WHEN you say paper is "all-rag" it conveys the same idea of quality as when you say a fabric is all-wool, or all-silk, or all-linen.

And just as there is a difference in quality in wool, or silk, or linen, so there is a difference in quality of rags. Some rags are better than others, and papers made from these rags are better papers. Rags range in cost from 4 to 25 cents a pound.

CRANE's papers are made from the best rags, those that cost most and make the best paper.

The most responsible and important work a paper can do is entrusted to CRANE's papers.

100% selected new rag stock

120 years' experience

Bank notes of 22 countries

Paper money of 438,000,000 people

Government bonds of 18 nations

Crane's

BUSINESS PAPERS

ART DIRECTOR

To create ideas and supervise the production of about four thousand drawings annually.

These drawings are used in high class advertising syndicate work and speed in production is of prime importance as is a knowledge of the New York commercial art market.

The person holding this job should have a good knowledge of department store merchandising and newspaper advertising.

Please give essential facts about your past connections and experience (elaborating on your newspaper or Department Store work) together with age, and salary expectations.

Highest grade men only need reply.

Address "S. A.," Box 73, care of Printers' Ink.

Wanted: A Permanent Business Home—Not a Job

I want to make a connection, as publicity man, with an established, conservative manufacturing concern which may be doing national advertising or just catalogue, booklet, letter or circular work.

Forty years of age, American, married, settled and reliable, with nineteen years of experience with big business, creating advertising, handling men, promoting sales and well acquainted with people and conditions.

Thoroughly familiar with newspaper, magazine and outdoor advertising, as well as printing, engraving, etc. I write fairly well.

I am not a miracle man and do not believe that all of the success of any firm is due solely to advertising. I have no inflated or wild ideas that will "double the business" in a short time.

There are plenty of advertising jobs open—I do not want one of them. I want a permanent business home, where experience, hard work, energy, initiative, good sensible ideas and being strictly on the job will work for the further success of some solid manufacturing concern which rewards those who do their part.

Address "R. C.," Box 72, care of Printers' Ink.

(It costs me \$5000 a year to live—I want to earn a good living and tuck a little away.)

Buying of Today

A sidelight on the present status of the so-called "buyer's strike" is given in the experience of the big phonograph companies which reduced its prices by one-third. The result was a considerable stimulation of sales of the high-priced models. It was found in a great majority of cases that the buyer had evidently resolved to spend a certain amount for his phonograph. When he found the price was cut one-third, he did not save that amount of his "appropriation," but bought what had been a higher priced machine, thus expending the full amount he had set aside for the purpose. The moral seems to be that the public has the power and the will to buy when it can get a bargain.—*The Wall Street Journal.*

Hutchinson, Kan., Gives Metal Signs to Motorists

In an endeavor to advertise the city of Hutchinson, Kan., the advertising club of that city recently distributed to more than 500 motorists who came through the city metal signs with the words: "Hutchinson, Kan." printed on them in embossed letters. These signs were eighteen inches long and three inches wide, and were printed in blue on a white background.

English Merchants Advertise Summer Resort

Merchants of Bournemouth, a well-known summer resort about sixty miles from London, recently used full-page advertisements in London newspapers to advertise the vacation attractions of the resort. There was of course a description of the shopping facilities which these merchants offered vacationists at Bournemouth.

Woolworth Sales Decreased in June

The sales of the F. W. Woolworth Company for June amounted to \$10,740,761 compared with \$10,817,950 in June, 1920, or a percentage decrease of .71. Sales for the first six months of 1921 were \$62,229,572 against \$60,385,675 in the same period of 1920, an increase of \$1,843,899, or 3.05 per cent.

Mark A. Selsor at Chicago

Mark A. Selsor has been made Western advertising manager at Chicago of *New Republic* and *Arts and Decoration*, both of New York.

Mr. Selsor was recently advertising manager of the *New Republic*.

Will Advertise Laundry Tablets

The Farquhar-Moon Manufacturing Co., Chicago, maker of N.R.G. laundry tablets, has appointed Johnson, Read & Co., Inc., Chicago advertising agency, to handle its account.

President Harding Calls a Conference to Discuss the Problems of the Pacific

Delegates from the Republic of China, from Great Britain, France, Italy and Japan will soon be meeting in Washington for a conference that probably will have a greater bearing on the future of American business development in the Orient than any event in modern years.

What are you doing in preparation for this impending economic development?

The Republic of China, with a territory one-sixth larger and a population four times as large as the United States, is on the very threshold of being opened up and made accessible to the commerce of the world. Are you awake to the significance of this to your own business, or are you waiting for the British, the French, the Germans to go ahead and skim the cream?

There's a Hundred Per Cent American magazine devoted to the economic, financial and political development of China being published every week out in Shanghai that is ready for you to read and advertise in! You should at least send for a sample copy!

"Millard's Review of the Far East"

Now enlarged and broadened into

The Weekly Review of the Far East

J. B. POWELL, Publisher

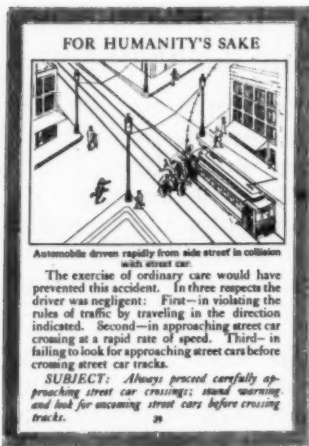
**No. 1 West 34th Street
New York City**

**113 Avenue Edward VII
Shanghai, China**

The Little Schoolmaster's Classroom

THE United Railroads of San Francisco issued a booklet of fifty pages, for free distribution among owners of automobiles, that is ambitious and unique enough to deserve a few moments of time from the Class. Indeed, several members have called attention to the book.

"For Humanity's Sake" is the title. It is a treatise on common, everyday accidents that happen to motorists and the sole object of the material is to cut down the number of automobile accidents.



ONE OF THE PAGES OF CAR COMPANY'S BOOKLET DESIGNED TO LESSEN NUMBER OF ACCIDENTS

There are over twenty pen illustrations, each one of which takes up a specific and common motoring accident, and visualizes the cause of the same, with explanatory text.

Thus one picture shows a trolley car colliding with an automobile, dotted lines indicating the direction taken by the latter. The text beneath says: "Automobile being driven in same general direction as street car suddenly

turns in front of same. The driver of the automobile, of course, was negligent. First, in violating the rules of traffic in traveling in the direction indicated. Second, in failing to look for approaching street car before driving on track. Third, in failing to signal his intention to make the turn. Moral: Signal your intention to turn; proceed to farther side of intersecting street and look before crossing car tracks."

* * *

The Schoolmaster had a somewhat embarrassing experience over a recent week-end trip up into the mountains for brook trout. He stopped four or five miles from civilization at a rickety farmhouse presided over by a man of sixty-three—old, bearded, the typical "rube" of the funny papers.

But this veteran of the hills seemed to be strikingly well read, despite his appearance, and the Schoolmaster fell to talking with him.

Among other things, he told the old fellow about advertising and its marvels, and went to great pains to expatiate upon it, explain it, put it into simple language that even a mountaineer with long whiskers could understand.

When he had finished, the Schoolmaster asked him what he thought of advertising as a profession.

"Purty good," was his answer, drawled out, "but I've had enough of it to last me."

Whereupon he proceeded to talk for three and a half hours on all phases of advertising. For this old man was one of the first press agents to go with the Barnum & Bailey circus, was afterward associated with several others and he was in the advertising department of what is now a leading metropolitan daily during the first three years of its life.

* * *

Successful Advertising of Highly Competitive Products

Practically every client we serve is a manufacturer of a product which faces keen competition in a fully developed market. We believe in and write advertising which *does not* apply to any other competing product.

Write for "How to Judge an Advertising Agency" and "Merchandising Advertised Products Through Drug Stores."

J.H. CROSS CO.

General Advertising Agents
214 South Twelfth Street - Philadelphia, Pa.

Members
American Association
of Advertising Agencies

Members
National Outdoor Advtg. Bureau
Audit Bureau of Circulations

Assistant Sales Manager

A nationally known soap manufacturer is looking for a live, intelligent man with plenty of interest, energy and enthusiasm to act as assistant to the sales manager; a man who has a good selling record and who is familiar with the grocery trade preferred; salary to start \$3,000; may be easily doubled if the man proves his worth. Write giving full particulars. Address, "E. P.," Box 75, care of Printer's Ink.

97 %
of the circulation of the
EVENING HERALD
goes into the homes of
LOS ANGELES

Measured by the Government Statement for six months prior to April 1, 1921

Averaged **143,067** Daily

Representatives:
New York: H. W. Molony, 604 Times Bldg.
Chicago: G. Logan Payne Co., 432 Marquette Bldg.

Rush!

You need the proofs *when you need them*. That's when you need the sort of typo-service we render. 'Phone FitzRoy 2719.

Ad' Agencies'
Service Company
209 W 38TH . NEW YORK

The Schoolmaster very much admires the businesslike and rather heroic methods employed by a copy writer in an advertising agency, who was going stale and himself realized it.

Conviction was in nothing he wrote. For many years he had specialized in copy for food accounts and when he engaged in a little self-analysis, he thought that he had written himself out. There had been too much office desk effort and too little practical contact.

And so, on his vacation—it was in Pennsylvania—he deliberately accepted a job as a clerk in the largest grocery establishment in a village of thirteen hundred inhabitants. His employer was not acquainted with him or his true profession.

For those two weeks the young man sold spices and flour and cheese and crackers, just as any ordinary clerk might. All the while he was meeting problems and learning about people.

It so freshened up his viewpoint, his vocabulary and his inside information relative to the goods that when he returned to his copy-writing desk he turned out advertising that was real advertising.

* * *

It is a source of gratification to the Schoolmaster to observe that business paper advertising is being treated so seriously—and artistically—by national advertisers today. Once the ugly duckling of the campaign, the art, typography and general make-up of modern trade publication campaigns now vie with the best of other magazines.

A decidedly praiseworthy example of this is to be found in an impressive insert recently used in jewelry trade papers by The International Silver company for 1847 Rogers Bros. family plate.

Each page is illustrated from half-tone color plates and the designs are quite above reproach. The lettering is hand designed, the pictures by a noted American illustrator from canvases in full color.

Where natural-size reproduc-

The Milline System Does Away with Awkward Decimals

Affords a Basis Comparison But Not Necessarily a Comparison of Reader Value

By Benjamin H. Jefferson

Advertising Manager, Lyon & Healy

I ASKED three newspaper representatives to pronounce this: **\$.001688.**

The first representative said it meant sixteen hundred, eighty-eight millionths of a cent; the second solicitor said that it meant sixteen and eighty-eight ten thousandths of a dollar; and the third solicitor said that he had never tried to pronounce decimals. He always wrote them down.

This experience was exactly in line with the trial in our own office when we started advertising

	Cost per Milline
New York Times	\$1.68
Chicago Tribune	1.51
Philadelphia Bulletin	1.09
St. Louis Globe Democrat....	1.77
Los Angeles Examiner	2.02
Washington Star	2.19
Minneapolis Tribune	1.91

If the advertising fraternity finds its burden lightened through the advent of the Milline system of space computation, it is only right that it should extend an appreciative glance toward PRINTERS' INK, because nothing was farther from my mind than giving publicity to the Milline system (which we had been using in Lyon & Healy's for about a year). However, when I mentioned the subject casually in the office of that paper, the editor insisted that the matter be put into the form of an article which was duly published in PRINTERS' INK last September. One other short article

and a brief note complete all the publicity given to the system and yet Mr. Bothoff, president of the Standard Rate & Data Service assures me that the demand for the Milline tabulation has grown so strong that hereafter it will be given in his publication. This will mean that every advertiser will buy space on a common denominator basis.

The Milline System is a feature of the Standard Rate & Data Service beginning July issue

Cost per Thousand Circulation

New York Times	\$.001688
Chicago Tribune001519
Philadelphia Bulletin001093
St. Louis Globe Democrat....	.001773
Los Angeles Examiner....	.002027
Washington Star002192
Minneapolis Tribune001912

It is complex, is it not? But under the Milline system the above list becomes so simple that it is

USE THIS COUPON

Standard Rate & Data Service,
526 West Fort St., Detroit, Mich.

Please mail us copy of your July issue on 15 days' free trial. At the end of that time we will either return the copy or remit \$30.00 to cover one year's subscription. Also send us free booklet containing complete series of articles by Benjamin Jefferson, explaining the Milline System.

NAME OF COMPANY

STREET ADDRESS

CITY

DATE

SIGNED BY

LAUNDRIES
are big users of
MOTOR DELIVERY TRUCKS
Reach them through the
National Laundry Journal
120 ANN ST., CHICAGO
Member of the A. B. C.

THE HOTEL BULLETIN

A monthly hotel magazine with
a national distribution.
Purchasing power of readers is
many millions.
Best producer in the hotel field.
Agency business solicited.
BEN. P. BRANHAM, Editor
951-957 Insurance Exch., Chicago

American Lumberman

Est. 1873. Chicago
The Largest Paid
Circulation in the
Lumber Field.
MEMBER A.B.C.

Help when you need it

Direct-Mail Advertising is especially valuable in a buyer's market. "The Mailbag" is its monthly text-book. Its articles are all inspirational in tone. They help you to ward off any attacks of "Old Gus Gloom". He is against them. "The Mailbag" tells you what to do, how to do it, and encourages you TO do it. Articles on every phase of Direct-Mail Advertising written by men who have tried the ideas out and seen them succeed. Send your subscription NOW.

MAILBAG PUBLISHING CO., 1200 DW. 9th St., Cleveland

The
MAILBAG
Journal of
Direct Mail
Advertising
\$3.00 per year

PETROLEUM AGE

The back-bone of the successful advertising campaign in the oil business.

MONTHLY

443 S. DEARBORN ST., CHICAGO

Eastern Office: 56 W. 45th St., New York

Applicant for Membership in A. B. C.

"Concrete"

COVERS THE CONSTRUCTION FIELD
ABC - ABP
NEW TELEGRAPH BLDG.
DE TROIT

tions of the silver are presented, the half-tones reach the dignity of catalogue or brochure atmosphere. No pains, no money, have been spared.

The influence on the dealer must be inevitably sensed. Advertising of this character is a tribute to the man behind the counter.

The International insert was on heavy coated stock and was eight pages in size.

* * *

The Schoolmaster makes the suggestion to manufacturers who advertise that they should fire away in a safe deposit vault actual photographs of their business at its earliest conception. This might include reproductions of models, first packages, etc.

At the Royal Worcester Corset plant, Worcester, Mass., that wonderful executive, young at ninety years of age, David Hale Fanning, has several precious exhibits that date back to the beginning of his present great enterprise. They now make the very best kind of advertising. They are priceless assets, because of their authenticity.

As a concern ages, it finds need of telling the story of the first business struggle.

The Royal Worcester Corset Company has just issued an attractive anniversary book, in which the history of the firm is told and pictured. The title page carries a brief message from Mr. Fanning which reads, in part: "It is a long span from 1861 to 1921, and when I look back to that first

Direct-Mail Advertising

POSTAGE

POSTAGE is a practical business magazine devoted exclusively to DIRECT-MAIL-ADVERTISING AND SELLING. Tells how to reduce Selling Costs by using DIRECT-MAIL either alone or with Salesmen. Critiques Letters, Circulars, Booklets, House Magazines, and Catalogs actually used in the selling campaigns of the largest U. S. firms. Sample copy free—one year (12 copies) \$1.00.

POSTAGE, 18 East 18th Street, New York.

"GIBBONS Knows CANADA"

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MONTREAL

WINNIPEG

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tiny room where I began making hoop skirts, and then at our big modern plant of today, I take great pride in the fact that our business is now completing its sixtieth year of continued operation." And there is a photographic picture of that very room and of a hoop skirt of Lincoln's day.

Advertises That Jell-O Has 98 Per Cent Distribution

The Genesee Pure Food Company in its trade advertising is setting forth a claim for a 98 per cent distribution for its product, Jell-O. The figure was obtained from "an unbiased investigator," the company says, and is "another proof that a quality product in a perfect package is appreciated."

Newspaper Campaign for Omar Cigarettes

Copy is being placed in newspapers in Indiana and Illinois newspapers for Omar Cigarettes, made by the American Tobacco Company, New York. The account is handled by Frank Seaman, Inc., New York.

Raymond E. Clark Appointed Advertising Manager

Raymond E. Clark, who formerly traveled Ohio and Indiana for the *Automobile Trade Journal*, Philadelphia, has been promoted to advertising manager of that publication.

Charles L. Munnerlyn Joins Washington "Herald" Staff

Charles L. Munnerlyn, for several years in the advertising department of the *Washington Post*, has joined the advertising staff of the *Washington Herald*.

Live New England Sales Organization

Ten men who know how to Introduce, Sustain and Stimulate Business, are open for Exclusive New Line or Lines for Representation.

Under Sales Manager of sixteen years' experience, Creating and Planning Modern Merchandising Methods. Boston, Headquarters. Address "C. P.," Box 50 care of Printers' Ink.

A Young, Energetic Sales and Advertising Manager

Can Be Secured by a Progressive Concern

He is 29 years old and is at present directing the entire Sales and Advertising of a three-million-dollar concern in Canada—the largest organization of its kind manufacturing a nationally known and advertised article.

His record with present company has earned him the enviable reputation for getting things done successfully. Has highest endorsement of present employers.

Should you be interested, address

Sales Manager,
A. McKIM, LIMITED,
ADVERTISING AGENCY,
MONTREAL, QUE.

ART

for advertisers. The best that writers, designers, typographers can offer for booklets, folders and advertisements is at your service through the staff and plant of

Everett CURRIER Limited
27 E. 31st St. New York Mad. Sq. 8891

WARDELL SERVICE



Powerfully
Drawn
Advertising



154 Nassau Street, New York
TELEPHONE BEEKMAN 4656

Registrable and Powerful Trade Names and Slogans

INVENTED

and sold to you with **FULL RIGHTS**. Results of years of experience in word-building and study; sales and publicity work with national enterprises. Write as much information as possible about your product, plan and policy. Confidential. You pay if and only when name or phrase is accepted.

J. M. HINAMAN, 13 Amshy St. Binghamton, N. Y.

PRINCRAFT PRESS

Printing is ink and paper.
Princraft printing is brains,
ink, brains, paper and brains.

*A ring brings a principal,
with no obligation*

213 W. 40th St., New York
Near Times Square Bryant 131

ECONOMY IN HIGH GRADE LETTERHEADS at \$2.75 per M

In 5,000 lots. \$3.75 for 1,000
Envelopes \$3.75 per 1,000

First class printing. Good bond paper.
Size 8½x11. Satisfaction guaranteed. Reference Bradstreet or Dun. Samples free.

T. C. WILKINSON & SON
VAN WERT, OHIO

RDS You could not duplicate this monthly service on sales, advertising and business conditions for \$1,500—yet it costs but \$15. Ask for July Bulletin and literature—sent free.

403 Meridian Life Bldg., Indianapolis, U. S. A.

The RICHEY DATA SERVICE

Howell Cuts  **for houseorgans direct mail and other advertising**

ask for proofs

Charles E. Howell • 305 Fifth Ave. New York

Better Printing for Less Money

Single Printing—Best Service	Residuals or Catalogs at Low Prices
1000 Printed Steel Letterheads... \$5.00	1000 Circulars 6 1/2 x 9 in... \$4.00
1000 Printed Envelopes 3 1/2 x 5... 4.50	1000 Circulars 6 1/2 x 9 in... 4.00
1000 Printed Envelopes 4 1/2 x 6... 7.50	1000 Circulars 9 1/2 x 12 in... 10.00
1000 Printed Business Cards 3 1/2 x 5... 4.50	1000 Circulars 11 1/2 x 15 in... 12.00
1000 Printed Business Cards 5 1/2 x 8... 4.50	1000 4-Page Bulletins 10 1/2 x 14... 25.00
1000 Printed Statements 3 1/2 x 5... 4.00	1000 4-Page Bulletins 14 1/2 x 22... 30.00
1000 Printed Post Cards 3 1/2 x 5... 6.00	1000 4-Page Bulletins 14 1/2 x 22... 30.00
1000 Printed Shipping Labels 4 1/2 x 6... 4.50	1000 4-Page Bulletins 14 1/2 x 22... 30.00

SAMPLES FREE

SAMPLES FREE

E. L. FANTUS CO., 579 S. Dearborn St. CHICAGO

Advertising Medicinal Articles in Yugoslavia

The Minister of Public Health in Yugoslavia has issued a decree, according to *Riforma Medica*, restricting the advertising of medicinal articles exclusively to medical journals. Infringements entail a fine of 300 dinars for the first offense and revocation of the license in case of repetition.

New Accounts of Chartered Agency

The account of J. & J. Cash, Inc., maker of "Cash's" woven names, labels, etc., has been placed with the Chartered Advertising Corporation, New York.

The account of I. P. Frink, Inc., New York, maker of reflectors, has also been placed with this agency.

Oranges Greater in Value than Gold

The orange crop of Los Angeles County exceeds in value the entire gold production of the State of California. The gold received in 1920 was worth \$17,398,200. The 1920-21 orange crop of Los Angeles County was sold for \$18,965,800.

Shoe Polish Account for Boston Agency

The Butcher Polish Co., of Boston, manufacturers of Butcher's Boston Polish, has placed its advertising account with the Griffith-Stillings Advertising Agency, Boston, Mass. National magazines will be used.

New Chicago Office: Monadnock Bldg.

Capital Trade Mark & Copyright
Bureau, Washington, D. C., Warner
Bldg., Milwaukee, 473 E. Water
St. Representation all over the
world. Send for Bulletin.

FOREIGN PATENTS

ASK The Search - Light

Anything You Want To Know
—FOUNDED IN 1895—
Reputation Your Greatest Asset. See Booklet.
For business expansion—valuable information. For extensive publicity—expert presentation. Our staff of practical business researchers, economists, statisticians, historians can serve you either way. Information library comprising millions of classified reports, records, articles, clippings, pictures—all subjects. Methods tested by 25 years' experience. Industrial Historians.

EGBERT GILLISS HANDY

Founder-President and Executive Chairman.
Francis Trevelyan Miller, L. L. D., Litt. D.
450 Fourth Avenue, New York. Editor-in-Chief

"Miles-tones are better than Halftones"

Classified Advertisements

First Forms Close Friday Noon; Final Closing Monday Morning

HELP WANTED

High-powered solicitor for special part-time assignment representing strong New York daily. Cover Manhattan prospects only. Commission. Box 954, care of Printers' Ink.

World's Fastest Selling Auto Accessory! County distributors wanted: write today. G. L. W. Spring Oilier Co., San Diego, Cal.

Sole Agents for the United States and Canada of the largest toilet soap manufacturers in France seek a party with backing, preferably in advertising line, to successfully launch a selling campaign on a joint profit basis. Box 937, care of Printers' Ink.

Advertising agency, 1 year old, with progressive policy and already on paying basis, would be interested in a young man who has qualification and ambition for an unusual advertising career. This young man is undoubtedly now connected with a larger agency where size of the organization retards advancement. Commission basis to start with object of becoming interested in firm. Box 939, care of Printers' Ink.

Wanted—A man only, manager for a Mail Order Department, with department store experience only. None other need apply.

Splendid position for experienced hustler for one of the largest and most aggressive department stores in the South. Correspondence confidential. Address, with reference, Lucian York, care of Kirby, Block & Fischer, 352 Fourth Ave., New York City.

DIRECT ADVERTISING

A furniture manufacturer making a medium priced line of bedroom furniture having a large output desires the services of a thoroughly competent direct mail advertising man who is capable of writing forceful sales letters and getting up layouts. Applicants must have proven ability—work can be done at spare time in your office. Send specimens and references first letter. P. O. Box 607, High Point, N. C.

ADVERTISING SALESMAN

We would like to get in touch with an advertising salesman of proven ability to represent our newspaper, in a city of 100,000. The opportunity is there for a man who can get the business. The field is an excellent one and the right party will find every advantage necessary to achieve big results.

If you are interested and wish to make a connection give us a sufficiently clear statement of your ability (covering any points you may wish) and we will arrange interview. Box 944, P. I.

Wanted—Advertising man to prepare copy for heating trade ads, catalogs, etc., also knowledge of salesmen follow-up. Write stating age, experience and salary desired. Box 947, care of Printers' Ink.

ADVERTISING SOLICITOR

N. Y. trade daily has exceptional opening for solicitor of proven ability and who has knowledge of women's ready-to-wear field. Very attractive proposition on salary and bonus. Address Box 849, Printers' Ink.

WANTED—Manager for manufacturing concern making special machinery which is sold to users, of highest integrity and resourcefulness, with sales and manufacturing experience. Prefer well educated young man with initiative and looking toward future. Give experience and salary expected to start. Box 932, care of Printers' Ink.

ADVERTISING MAN

My client is a rather small sized advertising agency with excellent prospects, but it is intimately connected with one or two very large automobile accounts. We want a man, therefore, who can give his time exclusively to this passenger car account and write the copy and all publicity in connection with the sales of the automobile.

He must be a man who can build up theme or atmosphere around a certain make of car and hit off upon a good selling campaign, hooked up with the proper kind of advertising that has a character or theme weave all the way through it.

His advertising must be of the kind that will stand out and be individual. He must also be able to write sales magazines, booklets, etc.

No particular price has been set upon the remuneration. A high-grade man is expected, though the fact he has not heretofore been a big earner would make no difference, as a younger man of thirty to thirty-five with the proper ability and experience will be given favorable consideration.

Address Box 938

Care of Printers' Ink

CLASSIFIED MANAGER

N. Y. trade daily has exceptional opening for experienced man with successful record. Must be energetic, enthusiastic and a builder of business. Salary and bonus. Address Box 848, Printers' Ink.

Able Sales Correspondent WANTED

A national advertiser asks me to help him find a strong sales correspondent to plan and write follow-ups, special letters and perhaps letter-enclosures.

The organization does a nationwide business and is of the highest order. Only a man of strong record and character would do.

Location in East. If possible, send photograph with full details of qualifications. Applications confidential.

S. Roland Hall

EASTON, PA.

MISCELLANEOUS

Distinctive business cards, letterheads, wedding and other announcements, in engraved and embossed effects. **NON-PLATE ENGRAVING COMPANY**, 114 West 56th St. Tel. Circle 3959.

House-organs, folders, booklets, etc. Well-equipped concern doing work for New York firms for many years can take additional work. High-class; prompt delivery, close co-operation. **STRYKER PRESS**, Washington, N. J. Phone 100.

Printing Plants and Businesses

Bought and Sold
Printers' Outfitters
CONNER, FENDLER & CO.
New York City

CANADIAN MANUFACTURER, with a completely equipped, up-to-date plant in Toronto, is desirous of getting in touch with an American manufacturer wanting his products manufactured in Canada on a contract basis; can handle all kinds of metal stamping, finishing, assembling and distribution. Address Box 933, care of Printers' Ink.

WESTERN VIEW FARM, in the Berkshire foothills; a retreat 900 feet high among rolling hills and winding roads; a modernized and roomy structure in surroundings which are ideal for rest, recuperation and creative activity. The occupancy is limited to ten visitors, and the rates are \$35 a week. Mr. and Mrs. Edward G. Ohmer, New Milford, Conn.

INCORPORATION IN ARIZONA COMPLETED IN ONE DAY

Any capitalization, least cost, greatest advantages. Transact business anywhere. Laws, By-Laws and forms free. **Stoddard Incorporating Co.**, 8-T Phoenix, Ariz.

POSITIONS WANTED

Artist, Figure Man, Art Director—Over ten years in advertising business. Part-time position in New York only. Address "K. W.," Box 829, care of Printers' Ink.

New York Representative—open for several good business papers. Commission basis. Address Box 946, care of Printers' Ink.

Credit Man—College graduate, 29, experienced in credit and administrative work, desires position with Eastern firm. Best references. Box 930, care of Printers' Ink.

Artist sailing for Europe July 26th will accept commission for color illustrations. Phone Chelsea 3490 or Box 940, care of Printers' Ink.

Advertising—Editorial. Versatile writer, editorial, circulation, some advertising, promotion experience. Ideas, originality. Capable stenographer, secretary, correspondent. Samples. American (26). Box 951, P. I.

EDITOR

Managing editor and editorial and special writer open for engagement. Experienced in daily newspaper, weekly and class journal work. Capable of taking entire charge of publication. Box 955, P. I.

Do You Want Real Sales Representation in New York City and Surrounding Territory? Or organization, with a ten years' successful experience; selling the wholesale and retail grocery, drug and confectionery trade, invites correspondence from high-class specialty manufacturers. Best of references. Address Box 927, Printers' Ink.

Food Products Publicity

Experienced copy writer and layout man specialized in food products publicity. Now handling publicity for one of world's largest food distributors. Desire connection as assistant to advertising manager of Chicago food corporation. Available September 15. Age 24. College graduate. Salary \$3,000 to start. Address Box 953, care of Printers' Ink, Chicago Office.

Special Eastern Representative

Can offer exceptional personal service to any newspaper publisher desirous of making a change in Eastern advertising representation. Office in New York established over seven years. Excellent relations with agencies and national advertisers. Best of references. Address **REPRESENTATIVE**, Box 925, Printers' Ink.

Copy Writer and Sales Correspondent
Age 34. Good knowledge general copy and layout. Possesses ability and the desire to prove it. Best of references. Box 926, Printers' Ink.

Advertising Assistant—Young man, 24, copy, layout, folder and booklet make-up experience. Formally with nationally known organization. Excellent recommendations. College training. Box 950, P. I.

Advertising woman with national agency and mail-order experience wishes desirable connection in New York City. Box 945, Printers' Ink.

COPY WRITING, LAYOUTS, DUMMIES, ROUGH SKETCHES; FREE LANCE BASIS or position; exceptionally trained and versatile; responsible for much national magazine and direct mail advertising; New York man, big agency experience. Box 941, care of Printers' Ink.

Secretary, executive assistant, capable handling own correspondence; conduct department, work with, under, over people, plan, knows advertising, publishing, personnel, reliable, adaptable, cheerful, A-1 references, high-class business only. Christian young woman. Box 956, P. I.

ADVERTISING AND SALES PROMOTION MAN

Ten years' advertising and selling experience. Excellent copy writer and layout man. Knows how to plan and execute intensive dealer campaigns. Has initiative, executive ability. A-1 record. Box 936, care of Printers' Ink.

HERE'S A GOOD MAN FOR YOU!

FOR REASONS which will be cheerfully explained we are dispensing with the services of one of our best advertising men. He is thoroughly competent in all departments of sales promotion work and the concern that gets him will indeed be fortunate. If you need such a man act quick. Someone is sure to get him.

THE MONITOR STOVE CO.

(The Monitor Family.)
102 years in business.

31-A S. Broad St., Atlanta, Ga.

EXPERIENCED SPACE SALESMAN

University graduate, age 24, desires connection with publisher's representative, Chicago territory preferred. Two years' experience soliciting advertising for one of largest newspapers in the country. Now hold executive position in sales and service department of same paper. Best references as to ability and character. Box 942, P. I., Chicago Office.

ADVERTISING MAN and news writer, 26, college graduate, 7 years' experience, employed, wants to locate where he can broaden, preferably assistant to man who really knows the game. Splendid record and references. Address Box 935, care of Printers' Ink.

ADVERTISING ASSISTANT

Young man, 23. Knows how and where to buy Art Engraving and Printing. Can make layouts and select type. Considers development primary. Box 928, Printers' Ink.

Advertising—Sales Executive. Experienced manager, writer, salesman, analyst, investigator. Familiar with general copy, direct-mail matter, printing, house-organ editing, sales promotion and intensive campaigns. Now with big corporation. Exceptional references. About \$6,000. Address Box 952, Printers' Ink.

Successful Advertising Solicitor (38), married, wishes to connect with live trade publication. Salary or commission with guarantee. Also thoroughly experienced in advertising **make-up, correspondence and office management.** Competent to act as advertising manager or assistant. Best reference. Box 943, P. I.

A Financial and Bank

Advertising Executive

seeks a real opportunity as manager of advertising department in a bank or trust company or similar work with an agency.

He has managed successfully the advertising and publicity department of a large trust company. He knows the mechanics of advertising. His copy sells. He is a good sales correspondent. He works harmoniously with others.

He is 31 years old, a college graduate and married.

At present time he is doing free-lance work and is open for an immediate engagement.

Box 934, care of Printers' Ink.

Eastern Adv. Representative

Widely acquainted, successful man (age 34), excellent standing with national advertisers and agency space buyers, combined with broad salesmerchandising experiences is prepared to handle periodical of merit. At present employed by large publishing syndicate as New York special representative. Prefer combined salary and commission basis. Address "SUCCESS," Box 931, care of Printers' Ink, New York.

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"The Opportunity of 1921"

See
SYSTEM
for AUGUST
pages 202-3

The **TRIBUNE** **IS FIRST** **IN CHICAGO**

June Lineage

The Tribune was **FIRST** in (1) *Want Advertising*, (2) *Display Advertising*, (3) *Total Advertising*.

The Tribune was not only **FIRST** in *Total Display Advertising*, but was **FIRST** in 22 out of the 32 leading divisions of "display," and was **SECOND** in 6 of the next 10. The Tribune led in the following divisions:

<i>Advertising Agencies</i>	<i>Furniture</i>	<i>Publishers</i>
<i>Amusements</i>	<i>Groceries</i>	<i>Railroads</i>
<i>Automobiles</i>	<i>Heating & Ventilating</i>	<i>Resorts</i>
<i>Building Material</i>	<i>Jewelers</i>	<i>Restaurants & Hotels</i>
<i>Clothing</i>	<i>Musical Instruments</i>	<i>Rubber Heels</i>
<i>Educational</i>	<i>Office Equipment</i>	<i>Tobacco</i>
<i>Financial</i>	<i>Pens</i>	<i>Trunks & Bags</i>
<i>Florists</i>		

The Tribune was **SECOND** in the following divisions, in which The News was **FIRST**, except *Dental*, which The Tribune rejects:

<i>Department Stores</i>	<i>Hardware</i>	<i>Opticians</i>
<i>Dental</i>	<i>Household Utilities</i>	<i>Public Utilities</i>

The Herald-Examiner was **FIRST** in *Medical and Toilet Preparations*, The Journal in *Coal*, and The American in *Confectionery* lineage.

Department Stores

Although The News led in *Department Stores*, the largest single division, The Tribune led in all State Street Department Store lineage from "above the street level departments."

The Chicago Tribune
THE WORLD'S GREATEST NEWSPAPER

Largest Morning Daily Circulation in America